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ABSTRACT

A study examined the attitudes and career expectations of a random sample of catering and hospitality industry employees in the United Kingdom. The survey focused on the following: aspiration and career intentions, factors causing job satisfaction/dissatisfaction, employment patterns in the industry, satisfaction with/access to training/qualification routes, reasons for staying in/leaving employment, and most likely employment alternatives. Of 3,145 questionnaires sent to employees of 158 employers, 1,014 were returned. Most respondents (60%) were satisfied with the hours they worked and neither satisfied nor dissatisfied with their pay. Nearly 65% of respondents were satisfied with their working conditions. Of full-time employees who intended to leave their current job, 19% cited money as their main reason and 11% cited promotion/career advancement. Little job movement occurred among part-timers. Ninety-six percent of respondents considered their training useful, and 87% said it had been sufficient to get them a job. The longest-serving employees were those over the age of 40; nearly 40% of part-timers and 60% of full-timers among them believed their age would prevent them from getting a comparable next job. Throughout the industry, the gap between benefits desired and benefits received was wide. (Included are 131 tables/figures.) (MN)

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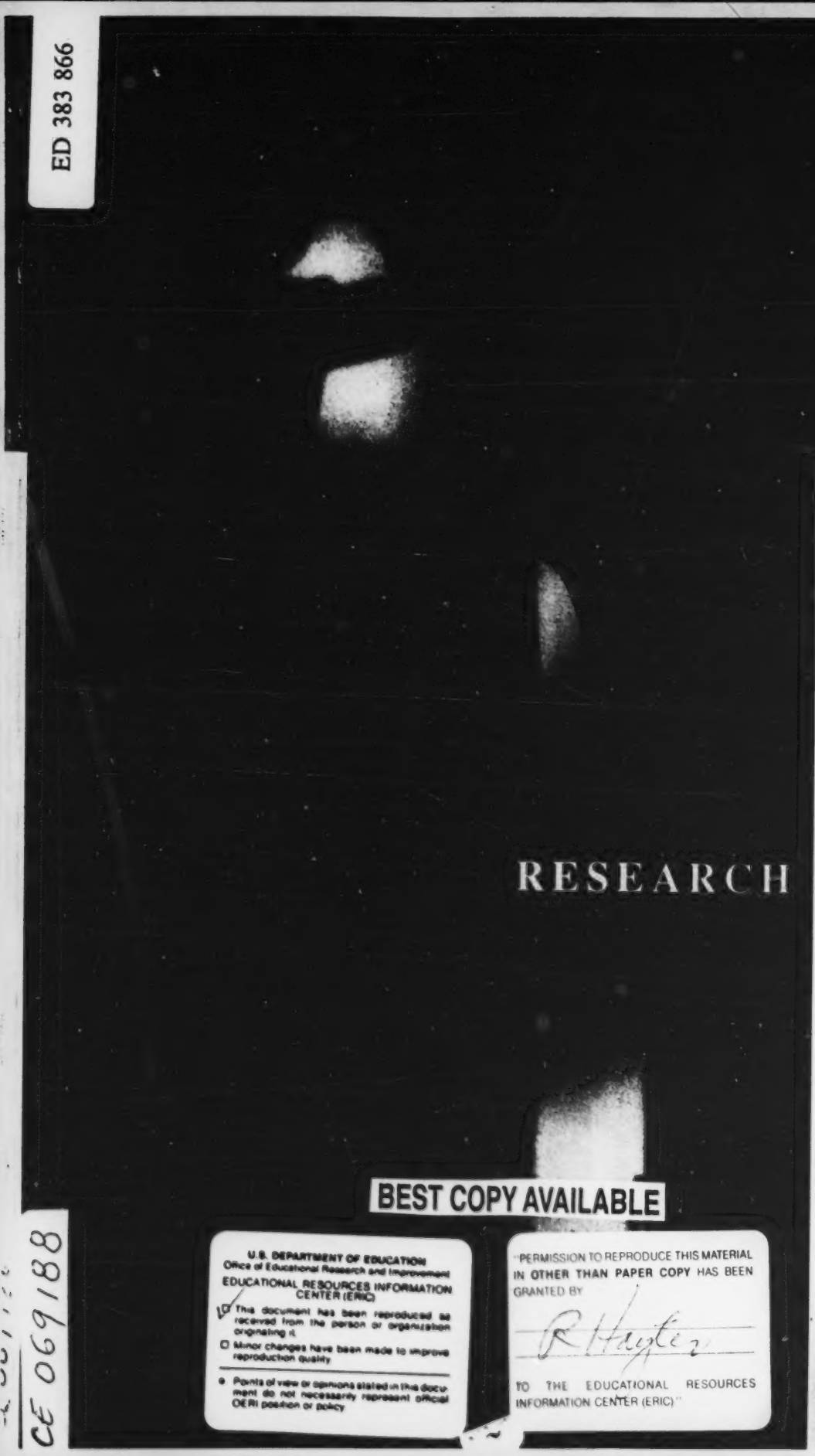
Employment in the catering & hospitality industry –

Employee attitudes and career expectations



RESEARCH ***Report*** **1994**

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HOTEL & CATERING TRAINING COMPANY

Employment in the
catering
& hospitality industry –
Employee attitudes and
career expectations
RESEARCH
HOTEL &
CATERING
TRAINING
COMPANY
Research report 1994

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INTRODUCTION

For this survey some 160 employers from throughout the UK, representing the main sectors of the catering and hospitality industry, cooperated in gathering the views of over one thousand employees. It was a major project, designed to enhance and consolidate the information published in recent HCTC research reports on staff retention and turnover. Specifically it sought to determine:

- aspiration and career intentions of all levels of employees
- what gave employees satisfaction and dissatisfaction in their current job
- employment patterns in industry and employment history
- provision of training and access to qualification routes
- reasons for staying in/leaving employment, and the most likely employment alternatives.

The resulting report gives a unique assessment of the state of the industry's workforce. It provides a wide range of data against which the characteristics of individual employer's workforces can be matched. Such analysis and comparison will provide valuable pointers towards more effective recruitment and retention policies.

The report also presents the most comprehensive information ever compiled on the attitudes and expectations of those who have chosen this industry for their career — or those who simply regard it as a means of earning their living. As such, it provides a powerful resource for the industry's career promotion efforts. For the first time, hearsay and anecdotal evidence can be countered with facts.

The main fieldwork for the survey took place in early 1994. A detailed questionnaire was distributed to employees via their employers. To protect the confidentiality of the information, respondents were asked to return their completed questionnaires direct to HCTC.

EXECUTIVE SUMMARY

The industry's employees can be broadly divided into two groups: those to whom career and promotion are important (mostly full-timers), and those who want a job for the hours that suit them (mostly part-timers). There was a high level of satisfaction among both groups, not just with the human side of catering and hospitality work – meeting people, teamwork and customer contact – but also with the industry's management style – the amount of control individuals had over their own job and recognition for good work.

Contrary to a common portrayal of the industry – long hours and low pay – the majority of full-time respondents were satisfied with the hours they worked (60%) and neither satisfied nor dissatisfied on pay. In the case of full-time managers, half were satisfied with their pay, and 58% with their hours. This was in spite of the fact that 30% of managers worked more than 60 hours per week including 45% of pub managers and 35% of hotel managers.

The highest dissatisfaction with pay was among full-time supervisors, where 44% were dissatisfied.

Another 'plus factor' for the industry's employees was conditions of work. Even for those in food preparation and cooking, where heat, humidity and noise are difficult to avoid, 65% were satisfied. In pubs and restaurants, where employees spend much of their time in customer areas, around 70% were satisfied.

Part-timers were particularly satisfied with the hours they worked, and the balance of opinion on pay was towards satisfaction. Of those who had two to five years's service with their current employer, 85% were satisfied on hours and 54% with pay. Only 14% of part-timers worked less than eight hours per week, while the average (mean) number of hours was 19.

The main areas of low satisfaction (but not significant frustration) were the opportunities for promotion, training and qualifications. Feelings were similarly reserved on the issues of tips (the share received) and perks.

Full-time operatives and crafts people were divided on the question of opportunities for promotion, around 40% of each group were neither satisfied nor dissatisfied, and a similar proportion were dissatisfied. Only one-thirds of supervisors and managers were satisfied.

Promotion was of less concern to part-timers, with over half feeling neutral and about one-quarter satisfied. Training and qualifications had a similar response.

Half the full-time managers were satisfied on the opportunities for training and 44% on the opportunities to get qualifications. At other levels the balance shifted to neutral (e.g. around 40% of crafts people were neither satisfied or dissatisfied about training and qualification opportunities, and around 30% satisfied).

Perks were a cause of dissatisfaction for 40% of the full-timers working in food preparation and cooking, and in food and drink service. There were similar levels of dissatisfaction in restaurants on share of tips received.

Job satisfaction was the most mentioned reason why respondents were not intending to leave their current employer. Over one-third of part-timers gave this reason, another 16% said salary/earnings and a similar proportion the convenient working hours.

After job satisfaction, full-timers felt more strongly about job security (16% mentioned this as the main reason for not changing jobs) and good employer/conditions (11%).

Among the full-timers who intended leaving their current job, 19% said money was the main reason, and 11% said promotion or to advance their career. Only 6% of full-timers and 7% of part-timers said they were leaving because they did not enjoy their job.

Many employees had been initially attracted to the industry because they liked or were good at cooking. A similar proportion (over 10%) said it was easy to find work in the industry and others had not planned to work in the industry but found themselves doing so 'by accident'. (For a question which sought the main reason only, percentages of this order are relatively significant.)

There was a strong link between job changes, career and promotion. This was evident in two ways. Firstly, there was a distinct group to whom career and promotion were important – full-timers aged between 20 and 39 – and it was among this group that all significant job movement occurred. Secondly, it was for reasons of career and promotion that the 20 to 39 year-olds moved, some (apparently a minority) because they were dissatisfied with what their current employer could offer, some because they felt that a variety of experience in the industry would advance their career prospects generally.

Little job movement occurred among part-timers of all ages – the few who were moving, or expecting to do so, had only come to the industry for a short-term job (e.g. students) or had reached the stage when they no longer wanted to work. Most part-timers were working at operative level (75%), and most were females (78%). Over half the part-timers had been with their current employer for more than two years, and 35% for more than five years.

Responsibility at a young age, considered one of the attractions of working in catering and hospitality, is well substantiated by this research. Over one-third of managers were aged 20 to 29, and 42% were aged 30 to 39. Generally, respondents reached management level at a younger age in pubs.

In restaurants, most were young and working in operative and craft positions. Education and hospital catering appeared to attract the older person.

The longest-serving employees were those aged over 40, and the sectors with the most stable workforce were education and hospital catering. Of all part-timers, 35% had been with their current employer for more than five years, and 64% of those were aged over 40. Of all full-time respondents, 27% had more than five years' service, and 50% of those were aged over 40.

In restaurants and pubs, over half the full-time respondents had less than two years' service with their current employer. There was no evidence that this was the result of dissatisfaction (pubs had the highest level of generally satisfied employees, and restaurants were not far behind). Instead, the job movement appears to reflect the career aspirations/younger age profile of these sectors. In restaurants 76% of respondents were aged under 30. In pubs, 68% were aged under 30

If those who have interupted their career to bring up a family and part-timers using the industry as a stop-gap measure between careers (and there is no evidence that employers had a problem with either situation) are eliminated from the survey sample, almost all the respondents had worked in the industry continuously since joining it. This is contrary to the view that the industry has a large proportion of employees who leave and return at irregular intervals. Over 40% of those aged 30 to 39 had worked continuously in the industry for more than ten years, and nearly 50% of those aged over 40.

Most full-time managers (44%) had come to their present job from the same industry sector. Supervisors were as likely to come from the same sector as another sector.

Over half the long-serving over 40 year old and the career-minded 20 to 29 year old full-timers had previously worked in the same, or another sector of the industry, while 23% of the over 40s had worked in another industry.

Of those who expected to leave their jobs in the 12 months after the survey, few were planning to leave the industry to work in another. Those who had previously worked in another industry were marginally more likely to change jobs.

Among the full-timers, more female than male crafts people, supervisors and managers had been promoted. This balance in favour of females occurred in hospital catering, pubs and restaurants. In hotels and education catering, more males were promoted. Overall, full-time supervisors had the highest incidence of promotion: 50% had been promoted by their current employer, 36% in the last year. One quarter of full-time crafts people had been promoted and 45% of managers.

On benefits, there was a wide gap between what employees wanted (probably explaining the low satisfaction levels on perks) and what employers were providing. While many employees received the traditional benefits of the industry (three-quarters of those in hotels and pubs had free or subsidised meals), very few had a share of profits or a bonus scheme. In restaurants, for example, 56% of respondents named a bonus scheme or profit sharing as the benefit they would most value and were not receiving (only 7% and 2% respectively received them).

Word of mouth seemed to be the industry's most powerful recruitment resource. Half the part-timers had heard about their job through friends or relatives, or an internal advertisement (e.g. circulated in-company). For full-timers, 32% had heard in these ways, while 29% had seen an advertisement in a local or national paper or the trade press.

Three-quarters of all respondents had no plans to leave their job in the next 12 months. If part-timers over the age of 30 were considered separately (this would exclude most students using their job to earn money), 94% had no intention to leave their current job. For the same group of full-timers, 84% had no intention to leave, compared to 61% of those under 30 years of age.

Full-time 20 to 29 year olds were the most likely to leave their job in the next year (40%). This ties in with their career and promotion aspirations. Those who had been with their current employer less than two years were more likely to leave: 35% of all respondents, compared to 10% of those with more than five years service.

Asked to say how easy or difficult it would be to get a comparable job, the 20 to 29 year olds were the most confident: 40% thought it would be easy. Perhaps reflecting their lack of experience, 50% of those aged under 20 expected it to be difficult.

Older employees, although they had valuable experience in the industry and many years of service with their current employer, were evidently worried that their age would count against them. Over 40% of part-timers aged over 40 and nearly 60% of full-timers in this age group though it would be difficult to get a comparable job. It would seem that the group of respondents most likely to give long service fear they are becoming unemployable.

Although the question had a very open-ended timescale (respondents were asked to include any job-related training they had had since leaving full-time education), only 55% of full-timers had received training (much of this with a previous employer) and 52% had received

induction training (with current employer). A further study is underway in late 1994 to investigate training provision in detail.

Part-timers were less likely to have received training: 26% had job-related training and 48% induction training.

Training effort appeared to concentrate on managers. Among full-timers, 68% of managers had job-related training, compared to 37% of operatives. The younger employees were better provided for, the over 40 year olds less so.

An overwhelming majority of respondents thought their training had been useful (96%) and 87% said it had been sufficient to allow them to perform their job to a satisfactory level.

Improved job performance was identified as the single most beneficial outcome of training by half of all respondents who had training. Promotion or a better job was thought to be the main outcome for another 28%, while only 6% mentioned an increase in earnings and 9% getting a qualification.

In that improved job performance helps the employer as much as the employee, part-timers, operatives and the over 40 year olds were the least selfish in their perceived outcome of training. In each group, over 60% said it helped them do a better job – yet these were the employees least likely to have had training.

If qualification levels of the industry's employees are to be raised, crafts people appear to be an appropriate target – 21% had no qualifications at all; and a potentially receptive one – 14% of the craft full-timers said getting a qualification was the most beneficial outcome of training.

Nearly half the full-timers had a catering and hospitality qualification of some sort, but only 16% of part-timers.

Part-time respondents appeared to be under represented in the survey. Allowing for this bias, is the industry satisfied with the proportion of qualified youngsters it attracts? In the survey, 12% of those aged under 20 had no qualification at all, and 49% only had GCSE or equivalent.

National and Scottish Vocational Qualifications provide a potential for improving job performance and a focus for job-related training that has not previously existed. Although this survey showed quite high awareness levels, there was evidence that information was not being passed down: 65% of managers knew of them, but only 40% of supervisors and crafts people, only 41% of operatives and even fewer part-timers (18% if those in full-time education are excluded – likely to know of NVQs through their involvement in education, and less likely to be making their career in the industry).

And clearly there is a considerable untapped market to be reached. In food preparation and cooking, where NVQs/SVQs mean easier access to an already well established route to qualifications, only 40% of respondents were aware of them.

The over 40 year olds are another potential target. Half had no industry qualification, but those who did were much more enthusastic about its value than their younger colleagues. Only 30% were aware of NVQs/SVQs, and many of these said they would be interested in working towards them. How many more would be interested, if they knew of the benefits and had greater access to training?

Section Two

Methodology and profile of the sample

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METHODOLOGY

This major study set out to establish the attitudes and career expectations of over two million employees working in the vast range of sizes and style of establishment that characterises the catering and hospitality industry.

From the outset it was decided to use a random sample method to obtain employees' views. Time and cost were key considerations, which were to recur as the setting up of the project progressed.

Establishing the sample

An early issue was how to select and make contact with employees who would be willing to participate in the survey.

There is no sizeable database of the industry's employees. There are several professional and other associations to which individual employees belong – the Hotel Catering and Institutional Management Association, the largest, has over 23,000 members. However, their membership is restricted to those with certain status or qualifications and experience, or particular interests.

The decision was therefore made to approach employees through their employers.

Selecting employers

It was decided to follow the approach which had proved successful and cost effective in HCTC's 1991/92 study of employee turnover[1]. Employers would be selected on a random basis from a database of establishments operating a business telephone line.

One disadvantage is that the database does not indicate factories, banks, insurance companies and other businesses and organisations which might employ their own catering staff. Unfortunately there is no comprehensive and reliable database of the industrial sector.

Although the database can be accessed by size of establishment, not enough detail is known about each of the industry's sectors in terms of size of establishment and ownership, to determine the structure of the sample. Selecting on the basis of estimates on the structure of the industry might therefore have compounded the problem of sample bias.

The simpler approach was chosen: to omit the industrial sector, and use the database to select a target number of establishments from the other main sectors (but not prisons or the armed forces, since employee attitudes in those sectors are affected by too many issues particular to the sector).

Being random, the selection was just as likely to include small as well as large employers, independent businesses as well as those belonging to a multi-unit company or franchise, or in the case of schools and hospitals, those in the private sector as well as the public sector.

Nearly 700 establishments were selected on the basis of sector and geographical location *(Table 2.1)*. A target response rate was set for each sector, so that the numbers of participating employees reflected the overall size of the sector.

Selecting employees

All targeted employers were contacted between December 1993 and February 1994. The introductory letter explaining the purpose of the study was followed up by a telephone call to give further explanation and answer any queries. At this stage the offer was made to send a researcher to the establishment to help distribute the questionnaire to employees, and remain with them while they completed it.

Only a few employers took up this offer, and they tended to be in hospitals or schools.

1 *Employment Flows in the Catering and Hospitality Industry*, HCTC, 1994

The majority said a visit would be too disruptive to their business. They simply could not release all their employees at once or even in groups while they filled in a long questionnaire. Others said they felt it would not be worthwhile a researcher coming such a long distance when they only had a few employees. Yet others clearly felt uncomfortable with the thought of a researcher on the premises asking potentially awkward questions of their staff.

Generally employers were happier to be sent the questionnaires in bulk, and to ask their staff to fill them in during quiet moments at work, or in their own time at home. The accompanying instructions asked for a questionnaire to be given to each employee. Business reply paid envelopes were provided so that employees could return their questionnaires individually and in confidence.

Table 2.1

Targeted and participating employers and employees by sector and geographical location (numbers)

	Employers			Employees		
	Sent initial contact letter	Participated		Questionnaires sent	Questionnaires sent to participating establishments[1]	Questionnaires returned[2]
	No.	No.	%	No.	No.	No.
Sector						
Hotels	84	19	23	635	479	150
Restaurants	119	17	14	423	170	76
Pubs	146	31	21	602	308	131
Contract catering	72	22	31	324	279	101
Education/hospital catering	202	62	31	2161	1794	530
Recreation/leisure	63	7	11	246	115	26
Total	686	158	23	2161	1794	530
Geographical location						
Scotland	60	10	17	435	400	93
Wales	50	10	20	335	232	66
North	29	11	38	293	223	89
North West	71	15	21	406	270	106
Yorkshire/Humberside	42	9	21	188	89	21
East Midlands	41	12	29	287	211	54
West Midlands	44	14	32	488	368	82
East Anglia	25	2	8	63	17	4
South West	50	12	24	537	376	109
South East	196	23	12	839	602	183
Northern Ireland	78	40	51	520	357	207
Total	686	158	23	4391	3145	1014

1 Establishments which returned at least one questionnaire

2 Unweighted sample (all other tables in this report have been weighted in line with the data published in *Catering and Hospitality Industry – Key Facts and Figures*, HCTC 1994)

Developing the questionnaire

Focussed interviews and group discussions were arranged with a cross section of employees in each sector of the industry. The object was to get a preliminary profile of employees in the industry, their background (which was more diverse than had been expected), and the language and terms that might be appropriate in a questionnaire.

The draft questionnaire was then piloted among 80 employees from 15 establishments. As might be expected, this led to refining of some questions. Less expected was the need to add further questions as a fail-safe measure. For example, some respondents who had been in and out of the industry several times for family reasons, found it difficult to know what was required by the question which asked how long they had been working in the industry. There also appeared to be some reluctance among respondents to say how long they expected to remain with their current employer, but they did answer a question some pages further on in the questionnaire which asked respondents where they thought they would be in a year's time.

Some of the questions were deliberately limited in the scope of information they sought. In particular, the section on training and qualifications could have been much longer and tried to establish more precise information about the incidence and type of job-related training received. However, the length of the questionnaire was an important concern and since training is the focus of a separate HCTC research project (due to be published in 1995), it was felt better not to duplicate that work here.

A key part of the questionnaire were the 19 questions designed to establish respondents' level of job satisfaction. The type of questions and their wording was based on extensive exploratory work and desk research of comparable studies in other industries.

The final questionnaire was 14 pages long with about 100 questions. It was estimated that most employees would be able to complete the questionnaire in 20 minutes, and the longest time would be 30 minutes.

Managing the data collection

It was recognised from the start that some employers would be resistant to a study which explored such sensitive areas as opportunities for promotion, management style, hours of work, perks and benefits received, physical conditions of the workplace and tips received. Explanations were provided to employers and via them to employees stressing the industry-wide scale of the survey. 'Strictly confidential' was prominently printed on the front of the questionnaires. Once completed, questionnaires could not be traced back to individual employees.

Nevertheless, there were several areas where problems emerged.

Ethnic balance

It was hoped that the random selection of employers and the wide geographical spread of the survey would result in a larger representation of the non-white ethnic groups. There is no apparent reason why this did not happen, nor a reliable yardstick against which to measure the final response.

Employer selection of participants

In some of those situations where employers agreed that a researcher should administer the completion of the questionnaire, not all staff could be made available for practical reasons. Nevertheless, the manager was usually able to release some from each area of work, and the visits resulted in a high response rate.

It might have been desirable to check whether those employers undertaking distribution of questionnaires had in fact given one to each employee, as asked. But not only would such caution jeopardise the goodwill of employers it would also be very difficult to manage.

In spite of the arrangement to return questionnaires in reply-paid envelopes, and the strictly confidential status of the exercise, a few employers collected questionnaires from their staff and returned them in bulk to HCTC. These employers were not necessarily vetting the replies, but quite genuinely wanting to help. They preferred to take ownership of the project, believed they had a trusting relationship with their staff, and argued that they could get a higher response rate by handling both distribution and collection of questionnaires.

Reaching part-time and casual employees

The profile of the sample indicates that many part-time employees were either not given questionnaires, or did not return them. It also seems that employers largely overlooked their casual staff – and quite understandably, since they may not have been at work in the period the survey was underway.

It is also possible that some part-time and casual employees who were given the questionnaire failed to see the significance of the exercise to them. If it was their second job, a means of earning money while at college, or a stop-gap measure between career moves, then why should anyone be interested in their views?

Reaching employees of all levels of ability

The long questionnaire with almost 70 sections to complete seems to have put off employees with lower general ability. As the analysis of the results shows (Section 5) the proportion of respondents with a qualification was significantly above what is believed to be the industry's average.

Securing a high response rate

All employers who had agreed to participate were sent a chase-up letter two to three weeks after the initial contact, to ask their help in encouraging employees to complete and return questionnaires. A separate reminder notice was provided which employers could display on the staff noticeboard.

The flow of returned questionnaires to HCTC was monitored, and in those sectors (e.g. pubs) and areas of the country (e.g. the South East) where the sample was unrepresentative follow-up contacts with employers were made by telephone.

Since participants had been asked to return questionnaires individually to HCTC, for reasons of confidentiality, there was a limit to the extent to which employers could check who had or had not responded.

PROFILE OF THE SAMPLE

Some 158 employers out of the 686 originally contacted saw the project through, an overall response rate of 23%.

Sector representation

Education and hospital catering employers were the most cooperative, with a 31% response rate. Restaurants, pubs and recreation/leisure catering had the poorest response rates overall.

The smallest sectors were retail catering (staff and customer catering in department stores), with 14 respondents and recreation (catering at leisure centres) with 12 respondents. While these respondents are included in the subsequent analysis of all respondents, no attempt has been made to establish characteristics particular to those sectors.

Weighting of the sample for main sectors

Hospital catering, education catering (schools, colleges and universities) and contract catering were over-represented, while pubs and restaurants were under-represented. To correct this imbalance, and allow a valid sectoral analysis, the sample was weighted.

All the tables in the report are based on the weighted data.

Geographical representation

In Northern Ireland half the targeted employers participated. The smaller number of establishments and a larger fieldforce of researchers – this part of the project was done on a collaborative basis with the Tourism and Hospitality Training Council (THTC) – meant that most most participating establishments could be visited.

The North was also over-represented, while the South East and Yorkshire and Humberside were somewhat under-represented.

Statistical tests on variance established no significant differences in attitudes by region. It was therefore decided not to weight the results by region.

Employee representation

By the closing date 1,014 questionnaires had been returned to HCTC (32% of the number originally sent to participating establishments).

For reasons already explained, part-timers and casuals were under-represented. Nearly two-thirds of respondents (63%) worked full-time compared to the 37% estimated for the industry overall.

Hitherto, casuals had been excluded from industry counts, so a comparison cannot be made with the desired response.

As a consequence of the low number of part-timers in the study, females, older employees, operative and craft level employees were under-represented, while supervisors were over-represented *(Table 2.2)*. Respondents in the survey decided their own occupational level.

Limitations on the analysis

A survey of this sort would ideally have allowed analysis of the data for all areas of work, sectors of the industry, occupational levels and ages. While this is possible for some groups, e.g. operatives in food preparation and cooking, a much larger sample size would be required for an in-depth investigation of all areas *(Tables 2.3 to 2.4)*.

Ethnic and disabled employees

Obtaining a valid ethnic sample proved impossible, as mentioned above. Only 3% of respondents were non-white.

Disabled employees were not adequately represented either. No estimate is available of the number of disabled employed by the industry, but with only 1% of respondents classifying themselves as disabled the sample size was clearly inadequate.

Table 2.2

Comparison of survey sample with characteristics of the industry's workforce

	Survey sample						Industry workforce	
	Male		Female		All		All	
	No.	%	No.	%	No.	%	No.	%
Employment status								
Part-time	53	15	284	44	337	34	1,522,000	63
Full-time	285	83	335	52	620	63	887,000	37
Casual	7	2	22	4	28	3	n/a	
All	345	100	641	100	985	100	2,409,000	100
Age group								
Under 20	46	13	49	8	95	10	208,920	16
20 to 29	161	47	266	42	427	43	349,924	26
30 to 39	85	24	115	18	200	20	268,801	20
+ 40	55	16	207	32	262	27	503,005	38
Total	346	100	638	100	984	100	1,330,650[1]	100
Occupational level								
Operatives	98	29	345	55	443	46	1,142,000	53
Crafts people	65	19	84	13	150	15	495,000	23
Supervisors	90	26	121	19	212	22	220,000	10
Managers	88	26	81	13	169	17	308,000	14
Total	342	100	632	100	973	100	2,165,000[2]	100
Sector								
Hotels	55	16	99	15	153	16	289,200	16
Restaurants	61	18	93	15	155	16	295,500	16
Pubs	129	37	120	19	249	25	465,300	25
Contract catering	15	4	47	7	61	6	115,700	6
Education catering	21	6	109	17	131	13	247,800	13
Recreation/leisure	3	1	28	4	30	3	57,800	3
Retail	5	1	27	4	32	3	61,600	3
Hospital catering	59	17	119	19	178	18	342,100	18
Total	347	100	642	100	989	100	1,875,000[3]	100

1 Commercial sector only

2 1990 estimates, excludes personal and self-employed, *Meeting Competence Needs in the Hotel and Catering Industry, Now and in the Future*, HCTC, 1992

3 1992 estimates, excludes self-employed, travel, industrial and public administration catering, *Catering and Hospitality Industry: Key Facts and Figures*, HCTC, 1994

Base: all respondents (weighted)

Table 2.3

Profile of the weighted sample: area of work, sex and occupational level (numbers)

	Part-time					Full-time				
	All	Operatives	Crafts people	Supervisors	Managers	All	Operatives	Crafts people	Supervisors	Managers
Food preparation & ckg	**82**	**57**	**13**	**10**	**2**	**165**	**37**	**58**	**51**	**19**
Male	10	9	1	–	–	103	23	34	32	14
Female	72	48	12	10	2	62	14	24	19	5
Food and drink service	**196**	**153**	**27**	**16**	**–**	**184**	**59**	**30**	**55**	**40**
Male	34	17	10	7	–	91	17	16	32	26
Female	162	136	17	9	–	93	42	14	23	14
Reception/portering	**5**	**5**	**–**	**–**	**–**	**40**	**19**	**6**	**12**	**3**
Male	4	4	–	–	–	9	7	–	2	–
Female	1		1	–	–	31	12	6	10	3
Housekeeping	**17**	**10**	**1**	**6**	**–**	**20**	**14**	**1**	**4**	**1**
Male	2	2	–	–	–	–	–	–	–	–
Female	15	8	1	6	–	20	14	1	4	1
More than one area	**32**	**25**	**3**	**4**	**–**	**142**	**21**	**7**	**41**	**73**
Male	2	–	2	–	–	64	10	1	13	40
Female	30	25	1	4	–	78	11	6	28	33

Table 2.4

Profile of the weighted sample by age, sector and occupational level (numbers)

	Part-time					Full-time				
	All	Under 20	20 to 29	30 to 39	+ 40	All	Under 20	20 to 29	30 to 39	+ 40
All respondents[1]	**369**	**54**	**117**	**56**	**142**	**625**	**41**	**312**	**148**	**124**
Operatives	276	51	83	35	107	180	19	80	32	49
Crafts people	44	3	20	7	14	109	17	66	9	17
Supervisors	41	–	14	10	17	173	2	109	39	23
Managers	5	–	–	4	1	163	3	57	68	35
Hotels	**22**	**1**	**15**	**5**	**1**	**130**	**3**	**71**	**31**	**25**
Operatives	17	–	13	3	1	45	1	22	6	16
Crafts people	1	1	–	–	–	10	1	7	–	2
Supervisors	4	–	2	2	–	43	1	29	11	2
Managers	–	–	–	–	–	32	–	13	14	5
Restaurants	**64**	**32**	**18**	**2**	**12**	**93**	**19**	**50**	**16**	**8**
Operatives	54	32	10	–	12	27	11	10	4	2
Crafts persons	6	–	4	2	–	29	6	21	–	2
Supervisors	4	–	4	–	–	19	–	15	4	–
Managers	–	–	–	–	–	18	2	4	8	4
Pubs	**88**	**14**	**40**	**12**	**22**	**164**	**12**	**105**	**33**	**14**
Operatives	54	12	22	4	16	37	4	21	6	6
Crafts people	18	2	12	–	4	27	8	17	2	–
Supervisors	12	–	6	4	2	52	–	42	8	2
Managers	4			4	–	48	–	25	17	6
Contract catering	**21**	**1**	**6**	**–**	**14**	**45**	**3**	**22**	**13**	**7**
Operatives	15	1	5	–	9	15	1	9	3	2
Crafts people	3	–	1	–	2	9	1	3	1	4
Supervisors	3	–	–	–	3	9	–	6	2	1
Managers	–	–	–	–	–	12	1	4	7	–
Education catering	**59**	**2**	**2**	**12**	**43**	**66**	**2**	**18**	**16**	**30**
Operatives	48	2	2	9	35	22	1	5	5	11
Crafts people	7	–	–	3	4	11	1	5	2	3
Supervisors	4	–	–	–	4	17	–	5	4	8
Managers	–	–	–	–	–	16	–	3	5	8
Hospital catering	**80**	**1**	**23**	**20**	**36**	**99**	**2**	**29**	**32**	**36**
Operatives	59	1	17	14	27	26	1	5	8	12
Crafts people	8	–	4	2	2	19	–	11	4	4
Supervisors	12	–	2	4	6	27	1	8	8	10
Managers	1	–	–	–	14	27	–	5	12	10

1 Totals for sector breakdown in this table

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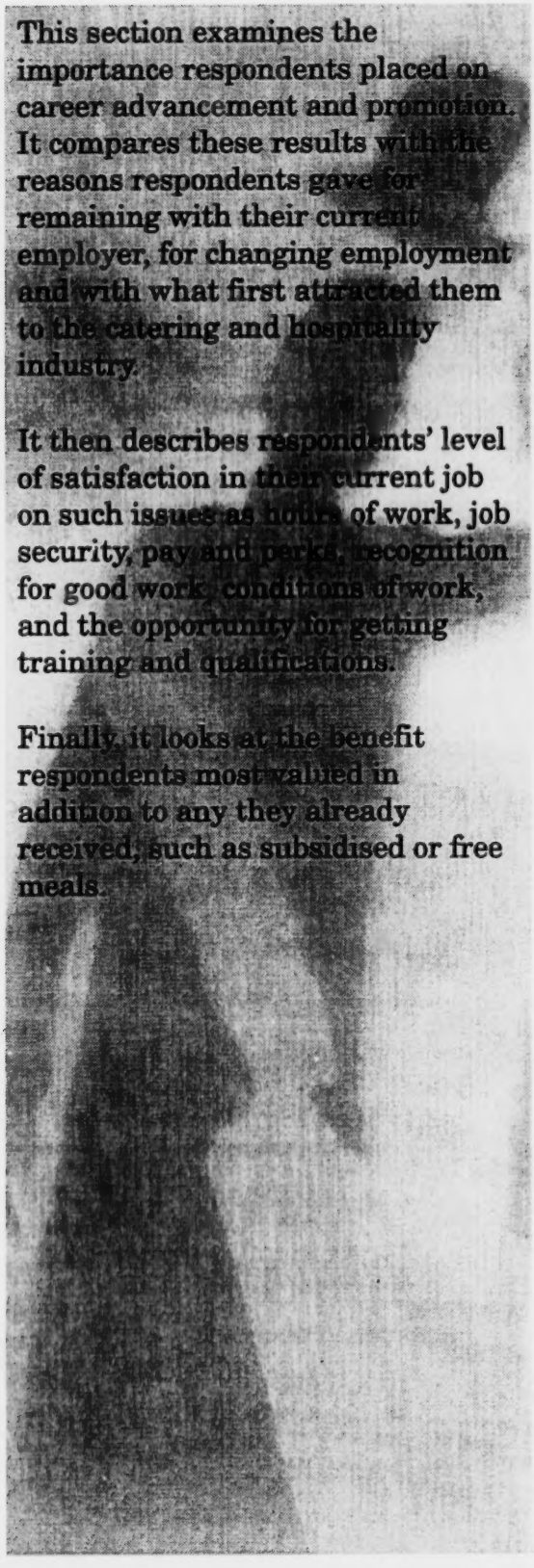

This section examines the importance respondents placed on career advancement and promotion. It compares these results with the reasons respondents gave for remaining with their current employer, for changing employment and with what first attracted them to the catering and hospitality industry.

It then describes respondents' level of satisfaction in their current job on such issues as hours of work, job security, pay and perks, recognition for good work, conditions of work, and the opportunity for getting training and qualifications.

Finally, it looks at the benefit respondents most valued in addition to any they already received, such as subsidised or free meals.

IMPORTANCE OF CAREER ADVANCEMENT

Respondents were asked three questions relating to career advancement and promotion:

- how they regarded their current job: *as a career*, offering prospects of advancement/ progression in their chosen occupation; or *as a job*, paid employment for a specific time
- what importance they placed on opportunities for promotion in their current job
- what importance they placed on opportunities for career advancement in the catering and hospitality industry.

Some 40% of all respondents saw their job as a career, 47% considered promotion in their current job important, and 54% considered career advancement in the industry important.

Part-timers and casuals were more likely to see their job as paid employment, and placed less importance on promotion and career advancement. Thus when the views of full-time respondents only are examined, 56% saw their job as a career, 62% considered promotion in their current job important, and 68% considered career advancement in the industry important.

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Part-time respondents

The great majority of part-time respondents in the survey were employed at operative level (reflecting the situation in industry). Almost all (90%) saw their job was paid employment and were not concerned about promotion: 45% felt it was unimportant, and 39% were neutral *(Table 3.1)*.

Two distinct groups were apparent:

- *those who were using their job as a short-term measure between steps in their career – mainly young*. Although the number of respondents in their under 20s was low, the great majority saw their job as paid employment and placed no particular importance on promotion – 22% said it was unimportant and 62% were neutral. Among the 20 to 29 year olds, 78% saw their job as paid employment, only 18% as a career. Promotion was important to 25% – for some, probably because it tied in with their career aspirations, while to others it meant more money.
- *those for whom their job provided a means of earning money, while leaving time for family or other commitments*. For older respondents, it was a means of topping up their pension or savings, and perhaps providing an outside interest in their life, without making too many demands on their time or energy. Almost all respondents aged over 50 (93%) saw their job as paid employment, as did 85% of those aged 40 to 49. (Three-quarters of the respondents aged over 40 were employed as operatives, see Table 2.4 in Section 2.)

The attitudes of both groups are examined in more detail later in this section. As Section 4 indicates, many older part-timers were long standing employees: 20% of those aged over 40 had been with their current employer for between two and five years, and 62% for more than five years.

Part-timers' attitude to career and promotion

Most part-timers saw their job as paid employment:

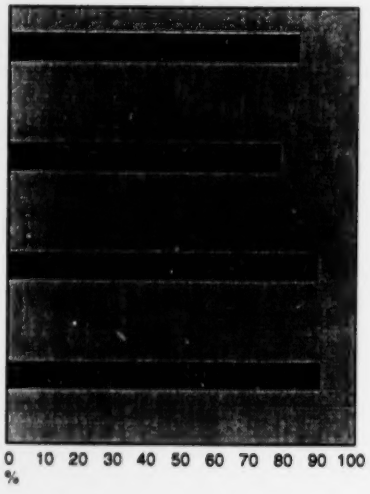


Table 3.1

Part-time respondents' attitude to job, promotion and career

	Regarded job as paid employment	Opportunities for promotion unimportant	Career advancement unimportant	Number of respondents[1]
	%	%	%	
Occupational level				
Operatives	90	45	44	274
Crafts people	57	30	26	42
Supervisors/managers[3]	71	38	34	45
Age group				
Under 20 years	83	22	32	55
20 to 29 years	78	41	35	114
30 to 39 years	78	42	36	56
40 to 49 years	85	41	41	68
+ 50 years[2]	93	57	59	70

1 As this table summarises the results of three questions, the number of respondents varies slightly between questions (± 4).
2 Only 16 part-time respondents were + 60 years
3 Only 6 part-time respondents were managers
Base: part-time respondents

Full-time respondents

As indicated earlier, full-time respondents were generally more career minded than part-timers. The balance of views moved from job towards career the higher the level of occupation. Of those who had reached management, 87% regarded their position as a career, 94% of male respondents *(Table 3.2)*.

Three-quarters of full-time operatives saw their job as paid employment, 79% of female respondents, 67% of males.

Career and promotion were generally more important to male respondents, except that promotion was slightly more important to female operatives.

Full-timers' attitude to career and promotion

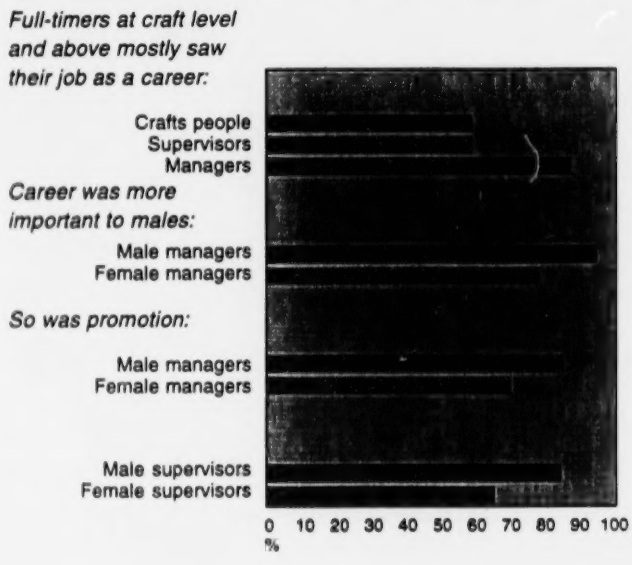


Table 3.2
Full-time respondents' attitude to job, promotion and career by occupational level

	Regarded job as career			Opportunities for promotion important			Career advancement important			Number of respondents[1]		
	All %	Male %	Female %	All %	Male %	Female %	All %	Male %	Female %	All	Male	Female
Operatives	25	33	21	39	36	41	41	43	39	169	61	108
Crafts people	59	74	44	56	58	53	69	77	61	105	53	52
Supervisors	59	66	52	74	84	65	80	86	75	169	80	89
Managers	87	94	78	78	85	70	87	89	84	163	86	77

1 As this table summarises the results of three questions, the number of respondents varies slightly between questions (± 4)
Base: full-time respondents

Age, length of service and previous situation

When the results are analysed by age, 68% of the full-time respondents aged 30 to 39 years considered their work to be a career *(Table 3.3)*. This largely reflects the proportion of those respondents who were supervisors and managers (72%, see *Table 2.4* in Section 2). Over 70% of this age group considered promotion and career advancement important.

Career and promotion seemed less important to the 20 to 29 year olds: 55% saw their job as a career, and 64% felt promotion was important. While this may seem low, it corresponds closely with the proportion of respondents in this age group working as supervisors or managers (53%, see *Table 4.4*). Similar proportions of 20 to 29 year olds and 30 to 39 year olds saw career advancement as important: 74% and 77% respectively.

Career and promotion became less important after 40: only 45% of the respondents aged over 40 considered career, promotion or career advancement important.

Promotion was particularly important to those who had been with their employer between one and two years: 72%. Above 70% of those who had come from the same sector of the industry considered career, promotion and career advancement important – perhaps because this was their chosen sector for a career, and they were concentrating on getting experience in that sector).

Those who had come from another industry appeared to be more interested in paid employment than a career in catering and hospitality. Similarly, only 45% of those who had come from full-time education saw their job as a career (some of these appear to have been using the industry as a stop-gap measure before pursuing their chosen career).

Full-timers' attitude to career and promotion

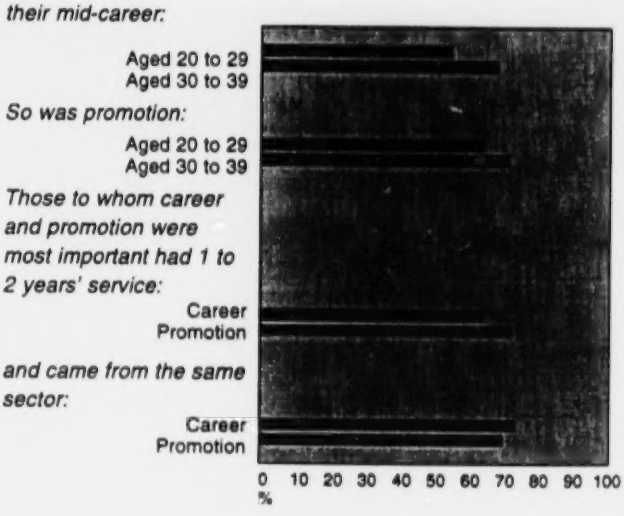

Career was more important to full-timers in their mid-career:
Aged 20 to 29
Aged 30 to 39
So was promotion:
Aged 20 to 29
Aged 30 to 39
Those to whom career and promotion were most important had 1 to 2 years' service:
Career
Promotion
and came from the same sector:
Career
Promotion
0 10 20 30 40 50 60 70 80 90 100
%

Table 3.3

Full-time respondents' attitude to job, promotion and career by age, length of service and previous occupation

	Regarded job as career %	Opportunities for promotion important %	Career advancement important %	Number of respondents[1]
Age group				
Under 20	56	61	61	43
20 to 29 years	55	64	74	314
30 to 39 years	68	71	77	145
+ 40 years	45	45	45	120
Length of service with current employer				
Less than 1 year	58	62	72	151
1 to 2 years	64	72	78	92
2 to 5 years	53	61	64	201
+ 5 years	51	56	64	167
Previous situation				
Same sector	73	70	76	179
Other industry sector	62	60	71	145
Other industry	37	64	61	72
Full-time education	45	61	67	83
Unemployed	55	62	71	84

1 As this table summarises the results of three questions, the number of respondents varies slightly between questions (± 5%)

Base: full-time respondents

Sector and occupational area

Pubs had the highest proportion of full-time respondents who saw their job as a career (69%). In hospital catering, hotels and restaurants just half the respondents did so *(Table 3.4)*.

Promotion and career advancement were also more important in pubs. This may reflect the proportion of respondents working as supervisors or managers (61%, see *Table 2.4*.).

Those working in food preparation and cooking were generally more career minded, while promotion was more important in food and drink service.

Full-timers' attitude to career and promotion

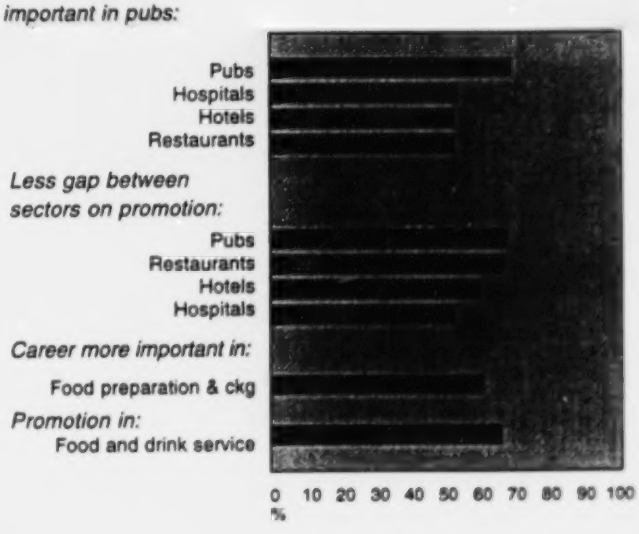


Table 3.4

Full-time respondents' attitude to job, promotion and career by sector and occupational area

	Regarded job as career	Opportunities for promotion important	Career advancement important	Number of respondents[1]
	%	%	%	
Sector				
Hotels	53	60	66	131
Restaurants	53	67	71	96
Pubs	69	68	76	124
Contract catering	47	65	71	41
Education catering	48	48	54	69
Hospital catering	54	53	62	99
Occupational area[2]				
Food preparation & ckg	61	56	71	170
Food and drink service	51	66	67	189
Reception/portering	38	50	69	43

1 As this table summarises the results of three questions, the number of respondents varies slightly between questions (± 4)

2 Housekeeping omitted, only 20 respondents

Base: full-time respondents

REASONS FOR STAYING WITH CURRENT EMPLOYER

Respondents not intending to leave their current employer in the 12 months following the survey were asked to state their own main reason for remaining with their current employer. Job satisfaction/enjoyment had a clear lead on other answers: 33%, compared to 9% for the next most mentioned reason, job security/regular employment. Only 4% mentioned lack of prospects elsewhere/the recession.

When responses are analysed by employment status, job satisfaction still has the lead. However, for full-timers, second place goes to job security, while for part-timers it is salary, closely followed by convenient working hours *(Table 3.5)*. Good opportunities/promotion prospects were mentioned by 8% of full-time respondents.

Other comments on what employers were doing right

On the final page of the questionnaire, respondents were invited to say what their employer was doing right 'with respect to keeping you as an employee'.

Of those who took up the invitation (about two thirds of respondents), 23% put it down to their boss being approachable, helpful/considerate. Other reasons mentioned included:

- good working conditions/pay – 15%
- nothing – 11%
- allows initiative – 10%
- pleasant atmosphere/team spirit – 9%
- training/promotion opportunities – 9%
- providing employment – 7%
- everything – 7%
- good hours of work – 4%.

Reasons for staying with employer

For all respondents, job satisfaction had a clear lead as the main reason for staying:

Job satisfaction
Job security

Part-timers also placed importance on:

Earnings
Convenient working hours

While full-timers gave more importance to:

Job security
Good employer/conditions

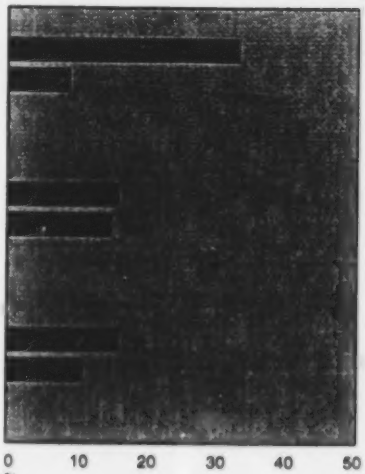


Table 3.5
Main reason stated by respondents for remaining with current employer

	Part-time		Full-time	
	%	No	%	No
Job satisfaction/enjoyment of job	37	106	30	118
Job security/regular employment	9	27	16	62
Salary/earnings	16	46	9	36
Convenient working hours	15	43	4	15
Good employer/conditions	5	13	11	41
Good opportunities	3	7	8	31
Friendly environment/teamwork	5	15	6	22
Good management/boss	6	17	3	12
Finish training/learning new skills	1	4	5	21
Lack of prospects elsewhere	2	5	5	20

Base: respondents who did not intend to leave their current job in the next 12 months

REASONS FOR LEAVING CURRENT EMPLOYER

Money was the most mentioned reason by those intending to leave their job[1] within 12 months of the survey (about one-quarter of all respondents): 19% gave as their main reason that they were underpaid/could get more money elsewhere *(Table 3.6)*.

For part-time respondents, it was because the industry was not their chosen career (while the low base means not too much significance can be made of this result, it does tie up with what is known of part-timers from other data in the study).

Other comments on what employers were doing wrong

Respondents were also invited at the end of the questionnaire to say what their employer was doing wrong 'with respect to keeping you as an employee'. Some 60% of all respondents answered this question (a rather lower percentage than those who used the opportunity to say what employers were doing right, discussed on the previous page).

'Nothing' was the comment of 23% of those who did respond. Other reasons included:

- low pay – 22%
- no communication – 11%
- lack of recognition – 10%
- no training/promotion – 6%
- hours 5%
- bad people management – 5%

Main reason for leaving current employer[1]

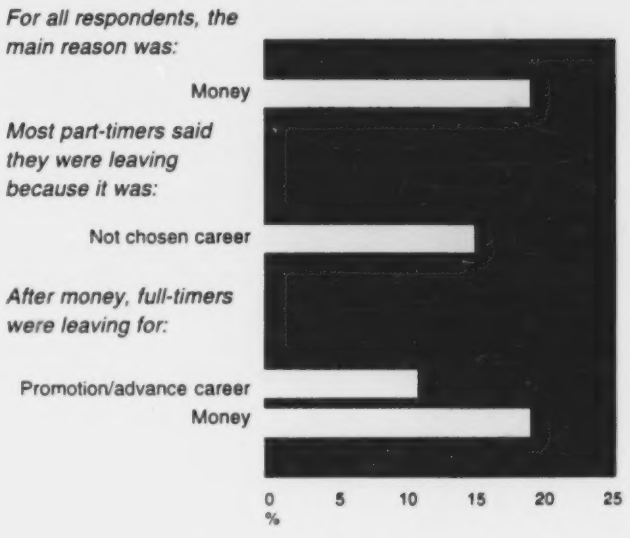


Table 3.6

Main reason stated by respondents[2] intending to leave current employer[1]

	Part-time		Full-time	
	%	No	%	No
Promotion/advance career	–	–	11	18
Don't enjoy job	7	3	6	9
Money	9	4	19	29
Not chosen career	15	6	5	8
No prospects	5	2	8	12
Travel	–	–	6	10
No support from management	8	4	6	9
Maternity	3	1	3	5
Moving to country/city	6	3	6	9
Change of career	9	4	5	7
Going to college	7	3	3	4

1 The question was 'Do you intend to leave your current job in the next 12 months?'. Some respondents may have answered yes when they intended to change jobs but not employer. However this is unlikely, since the subsequent questions asked for the main reason for remaining with current employer/whether the employer could do anything to change the respondents mind about leaving.

2 Very few respondents gave a reason

Base: part-time/full-time respondents who intended to leave their current job in the next 12 months

WHAT ATTRACTED TO INDUSTRY

Respondents were asked to identify one feature which initially attracted them to a career in the catering and hospitality industry. The questionnaire gave 12 features – these had been developed during the consultation stages of the survey and tested in the pilot questionnaire. Few respondents used the space provided to give another reason.

No reason emerged as a strong favourite. The most mentioned reasons were:

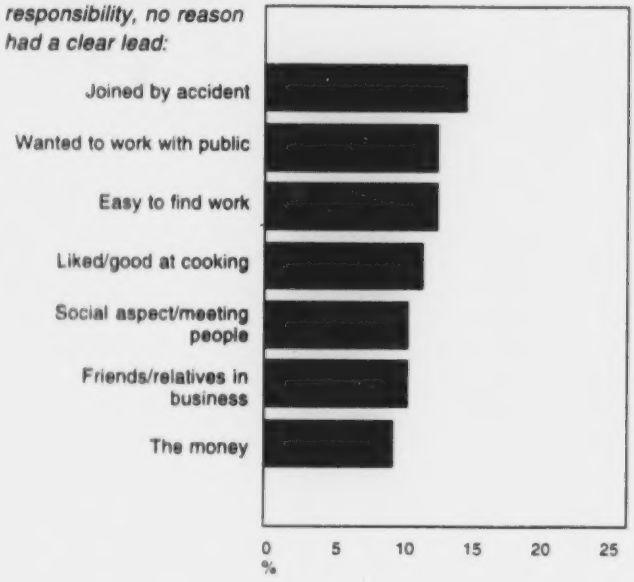
- I started working in the industry by accident – 14%
- I wanted to work with the public – 12%
- It was easy to find work in the industry – 12%
- I liked/was good at cooking – 11%
- The social aspect/meeting people – 10%
- I had friends/relatives in the business – 10%
- The money – 9%

Only two of these features correspond with attractions of the industry that tend to be featured in careers promotion material (working with the public and the social aspect). Other traditional attractions were mentioned by fewer than one-in-ten respondents:

- The range/variety of jobs available – 9%
- I thought I would learn useful skills – 4%
- I thought there would be good scope for promotion – 3%
- I thought it would be an exciting/glamourous industry to work in – 2%
- I thought I'd get to travel – 1%

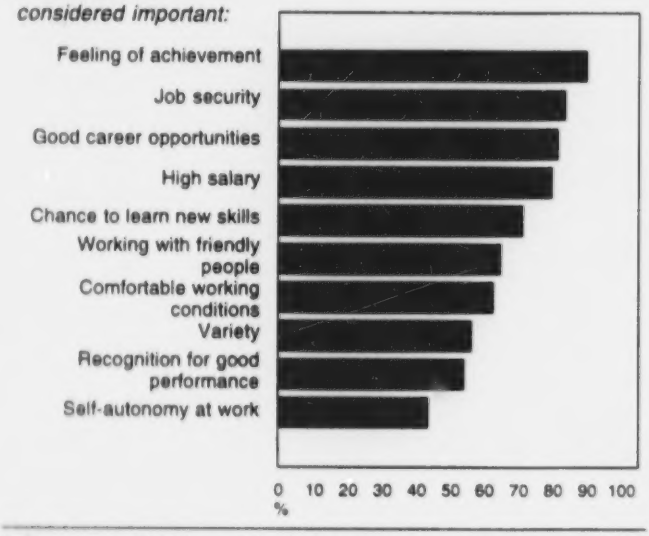
What attracted employees to the industry

Looking at the views of employees representing all sectors and levels of responsibility, no reason had a clear lead:



Comparison with school leavers' views

In a study[1] of the career expectations of over 1,000 school pupils aged 14 to 16, the following were considered important:



1 *Tomorrow's Workforce: School Pupils' Views of a Career in Hospitality*, HCTC, 1993

Part-time respondents

Working with the public and the social aspects were the top initial attractions to the industry: each identified by 15% of all part-timers, the former by 17% of female respondents and only 5% of males *(Table 3.7)*.

Money closely followed: 10% of females and 30% of males.

Those over 40 had mostly been attracted by the prospect of working with the public (16%), the social aspects (13%) and because they had friends or relatives in the business (16%). Money was most mentioned by the 20 to 29 year olds (18%).

For part-timers working in food preparation and cooking, money and liking/being good at cooking were the top attractions (18% and 17% respectively).

Working with the public and the social aspects were the key attractions for those in food and drink service: 21% and 17% respectively.

What attracted part-timers to the industry

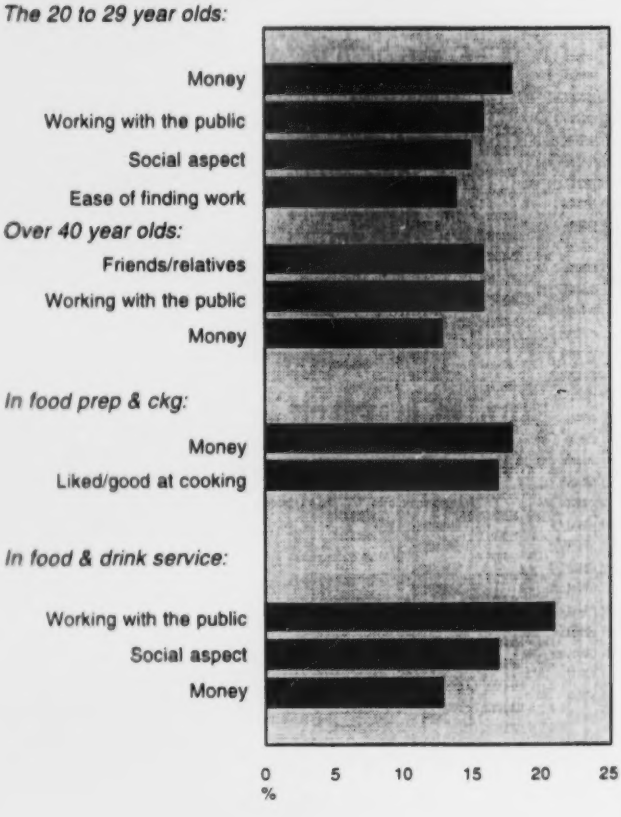


Table 3.7

Feature most mentioned as initially attracting part-time respondents to the industry by sex, age and occupational level

	Male	Female	Age				Occupational area[1]	
			Under 20	20–29	30–39	+40	Food prep & ckg	Food & drink ser
	%	%	%	%	%	%	%	%
By accident	8	14	11	13	15	13	13	13
Friends/relatives	14	10	11	4	12	16	15	7
Easy to find work	12	13	15	14	11	11	13	12
The money	30	10	13	18	10	13	18	13
Range/variety of jobs	2	6	5	7	6	4	2	6
Work with public	5	17	10	16	15	16	7	21
Social aspect	19	14	23	15	12	13	6	17
Liked/good at cooking	–	6	–	3	7	8	17	1
Learn useful skills	7	2	13	3	1	1	8	2
No. of respondents	59	298	55	112	57	140	84	194

1Reception/portering and housekeeping omitted, only 4 and 18 respondents respectively
Base: part-time respondents

Full-time respondents

For full-time respondents as a whole, the majority were attracted to the industry by accident (15%). But other features are just as likely to take top place when the sample is broken down by sex, age and occupational level *(Table 3.8)*.

Liking/being good at cooking was the main feature for males (15%), those aged 20 to 29 (15%), crafts people (20%) and managers (20%) – reflecting, perhaps, the strong tradition of managers working their way up through the food and beverage departments, as well as the number of managers in the sample in charge of catering units in contract catering, hospitals, and education.

Operatives were attracted to the industry because it was easy to find work (18%), by accident (16%) and by the money (13%).

The range and variety of jobs was the second most mentioned attraction by managers (13%) and those aged 20 to 29.

What attracted full-timers to the industry

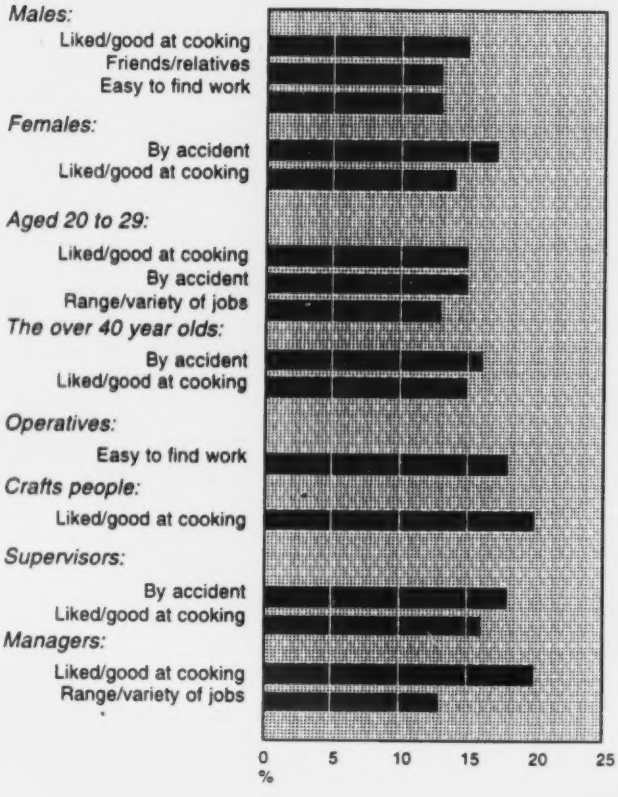


Table 3.8

Feature most mentioned as initially attracting full-time respondents to the industry by sex, age and occupational level

	Male	Female	Age				Occupational level			
			Under 20	20–29	30–39	+40	Operatives	Crafts people	Supervisors	Managers
	%	%	%	%	%	%	%	%	%	%
By accident	13	17	13	15	16	16	16	14	18	12
Friends/relatives	13	6	10	8	7	12	7	11	7	12
Easy to find work	13	10	9	12	10	12	18	9	11	7
The money	5	5	16	4	–	10	13	2	3	2
Range/variety of jobs	12	10	11	13	8	11	7	11	14	13
Learn useful skills	4	4	7	3	7	4	5	6	5	3
Work with public	10	12	9	11	14	9	12	10	10	12
Social aspect	5	10	6	10	7	3	10	7	6	8
Liked/good at cooking	15	14	8	15	14	15	3	20	16	20
No. of respondents	278	332	43	310	146	117	176	106	168	162

Base: full-time respondents

Occupational area and sector

Liking/being good at cooking emerges much more clearly as the top choice once the data is analysed by occupational area and sector: 31% of those in food preparation and cooking (not surprising), 26% of those in hospital catering and education catering (a small sample in the latter), 21% of those in contract catering and 14% of those in pubs *(Table 3.9)*.

This may explain why so many managers were initially attracted to the industry by their like of cooking: if these same managers are now in charge of catering units in hospitals, schools or contract catering. By contrast, like of cooking attracted only 6% of those in hotels.

The social aspects and ease of finding work were the main attractions in food and drink service, yet 30% of those in restaurants were attracted to the industry by accident.

What attracted full-timers to the industry

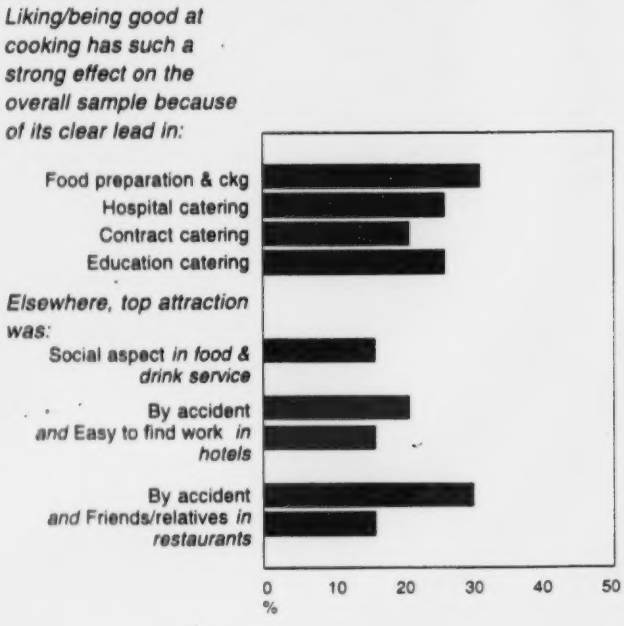


Table 3.9

Feature most mentioned as initially attracting full-time respondents to the industry by occupational area and sector

	Occupational area[1]			Sector					
	Food prep & ckg %	Food & drink ser %	Recept/ port'g %	Hotels %	Rest-aurants %	Pubs %	Contract catering %	Education catering %	Hospital catering %
By accident	12	13	20	21	30	7	14	9	13
Friends/relatives	9	12	7	3	16	11	7	8	6
Easy to find work	9	15	7	16	11	12	11	9	10
The money	5	7	5	5	7	5	9	6	6
Range/variety of jobs	9	9	16	14	7	9	16	9	16
Learn useful skills	8	3	5	4	5	4	3	9	4
Work with public	7	12	21	15	9	13	9	6	9
Social aspect	1	16	5	5	2	13	1	9	2
Liked/good at cooking	31	4	5	6	2	14	21	26	26
No. of respondents	167	185	43	130	92	164	91	69	94

1 Housekeeping omitted, only 19 respondents
Base: full-time respondents

LEVEL OF JOB SATISFACTION IN CURRENT JOB

Respondents were asked to express their level of job satisfaction in their current job against 19 statements. For each statement five options were available: very satisfied or satisfied (consolidated in this analysis as 'satisfied'), neutral and then dissatisfied or very dissatisfied (consolidated as 'dissatisfied').

Over three-quarters of respondents (78%) were generally satisfied with their job.

Reflecting the number of respondents attracted to the industry by the prospect of working with the public and meeting people, over 70% were satisfied about these aspects of their current job. Looking at these and other individual issues, a clear majority of respondents were satisfied with the following:

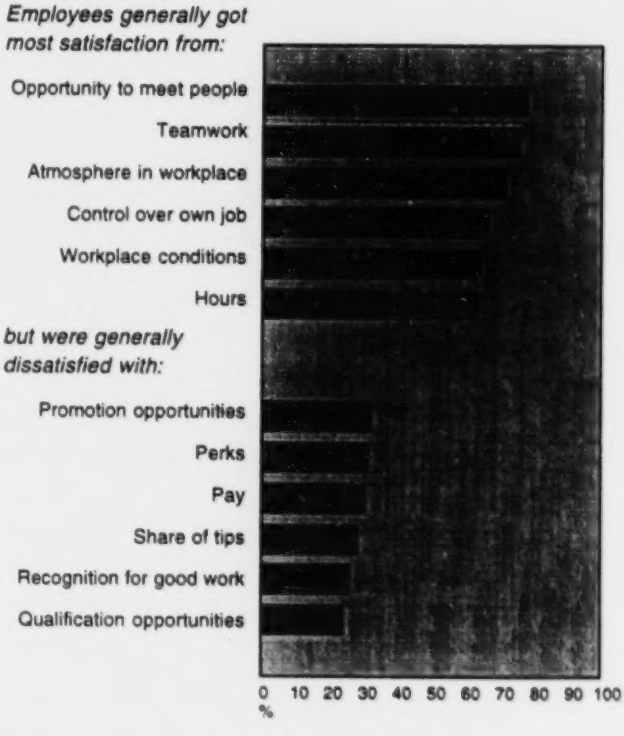
- The opportunity I have to meet people – 78%
- The teamwork that exists in my workplace, with my colleages – 76%
- The atmosphere in my workplace – 72%
- The amount of control I have over the way I perform my job – 67%
- The physical conditions of my workplace – 65%
- The hours I work – 64%

The highest levels of dissatisfaction were for:

- The opportunities I have for promotion – 33%
- The perks I receive – 32%
- The pay I receive – 31%
- The share of tips I receive – 29%
- The recognition I get for good work – 27%
- The opportunity I have for getting qualifications – 25%

In Section 4 of this report, these views are matched against respondents' career history and such matters as the perks they receive and average number of hours worked per week. In Section 5 comparisons are made with expectations to stay with current employer, or leave their job or the industry. In the remainder of this section job satisfaction levels are examined in more detail for part-time and full-time respondents, and by such factors as age, occupational level and sector.

Employees' job satisfaction



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Part-time respondents

More part-time respondents were generally satisfied with their job: 85% compared to 78% for all respondents. Features which most respondents were satisfied about were:

- The opportunity I have to meet people – 81%
- The teamwork that exists in my workplace, with my colleages – 79%
- The atmosphere in my workplace – 76%
- The hours I work – 70%
- The shifts I work – 70%
- The physical conditions of my workplace – 69%

On the other hand, part-timers were dissatisfied with:

- The opportunities I have for promotion – 26%
- The share of tips I receive – 26%
- The perks I receive – 25%
- The recognition I get for good work – 23%
- The opportunity I have for getting qualifications – 21%
- The opportunity I have for getting training – 20%

Sex, age and length of service

Female respondents were more satisfied with their hours of work than males: 73% compared to 56%, but views were reversed on shifts: 75% of males were satisfied, 67% of females *(Table 3.10)*.

The older respondents were the most satisfied on hours: 73% of those over 40, compared to 63% of those aged 20 to 29. Length of service appeared to have little impact on satisfaction with hours.

Pay was generally a cause of satisfaction. Of the part-timers who had started work with their current employer in the last year, 57% were satisfied with pay. Pay increases for the longer serving part-timers appear to have been sufficient to maintain satisfaction levels. A majority were also satisfied with their job security, 58% of those aged over 40, and 61% of those with more than five years' service.

Although there were low levels of satisfaction about tips and perks, more respondents felt neutral about these matters. On tips, 70% of those aged over 40 felt neutral and 23% dissatisfied. Only 18% of those with five years' service were satisfied on perks, 51% were neutral.

There were consistently high levels of satisfaction with the people aspects of the job: meeting people, teamwork, the atmosphere in the workplace, control over one's own job and way managed.

Lack of variety in the work might be a problem, only 44% of those with two to five years' service were satisfied, and 52% of those with more than five years.

Most respondents felt neutral on promotion, training and qualification opportunities. However, about one-third of those with more than five years' service were dissatisfied on promotion, as were a similar proportion of those aged 20 to 29.

Table 3.10

Part-time respondents level of job satisfaction by sex, age and length of service

	Male	Female	Age				Length of service (years)			
			Under 20	20–29	30–39	+40	Less than 1	1 to 2	2 to 5	+ 5
	%	%	%	%	%	%	%	%	%	%
Satisfied										
Hours	56	73	63	63	82	73	82	86	85	73
Shifts	75	67	81	69	79	61	74	65	70	68
Pay	51	57	75	57	50	50	57	59	54	55
Meeting people	89	79	95	84	70	77	82	86	85	73
Teamwork	73	80	90	71	75	84	83	77	74	81
Atmosphere in workplace	71	77	83	73	77	75	78	71	76	76
Way treated by customers	44	56	68	51	51	54	63	52	51	53
Share of tips	29	18	28	33	20	23	25	16	18	16
Perks	44	26	42	37	23	20	38	22	34	18
Variety in work	37	49	42	38	56	56	50	35	44	52
Job security	54	62	60	62	66	58	53	74	61	61
Control over own job	62	69	56	63	71	74	68	61	68	69
Status	62	53	46	51	50	64	55	52	51	58
Workplace conditions	80	66	91	68	62	63	79	63	66	62
Recognition of good work	54	51	51	50	47	57	60	48	43	55
Way managed	73	60	63	62	55	64	66	65	56	60
Neutral										
Share of tips	40	57	35	39	67	70	52	54	56	55
Variety in work	48	42	47	50	35	38	38	59	47	39
Promotion opportunities	44	61	55	52	59	64	59	70	56	56
Perks	30	49	38	35	48	58	40	51	49	51
Training opportunities	49	57	50	60	49	58	51	61	61	54
Qualification opportunities	55	64	62	64	66	62	62	66	64	64
Dissatisfied										
Share of tips	31	25	28	33	20	23	22	31	26	27
Perks	26	25	20	27	30	23	22	28	18	32
Promotion opportunities	33	25	32	32	24	20	19	20	28	32
No. of respondents	60	300	55	115	57	139	108	48	91	113

Base: part-time respondents

Key to Tables 3.10 to 3.14

Number printed in grey – this is not the highest level of response given by that group for that feature

Number printed in ***black*** *– the highest level of satisfaction/dissatisfaction for that group and that feature*

Example – male highest level of response to share of tips was neutral (40%), but 29% were satisified (printed in grey) and 31% dissatisfied (printed in grey).

Occupational area and sector

Part-time respondents in food preparation and cooking felt quite strongly on the subject of tips: 41% were dissatisfied and 58% were neutral. Half in food and drink service were neutral, and 22% dissatisfied *(Table 3.11)*.

On perks, the balance of views was towards neutral and dissatisfied, except in pubs where 47% were satisfied and only 14% dissatisfied.

In food and drink service, 61% were satisfied on pay, a contrast to their colleagues in food preparation and cooking, where only 47% were satisfied on pay.

Although workplace conditions can be difficult with hot kitchens, 58% of those in food preparation and cooking were satisfied with their working environment. In pubs, where much of the work time is spent in customer areas, 86% were satisfied.

On promotion, training and qualification opportunities, most part-time respondents were neutral.

What part-timers got most job satisfaction from

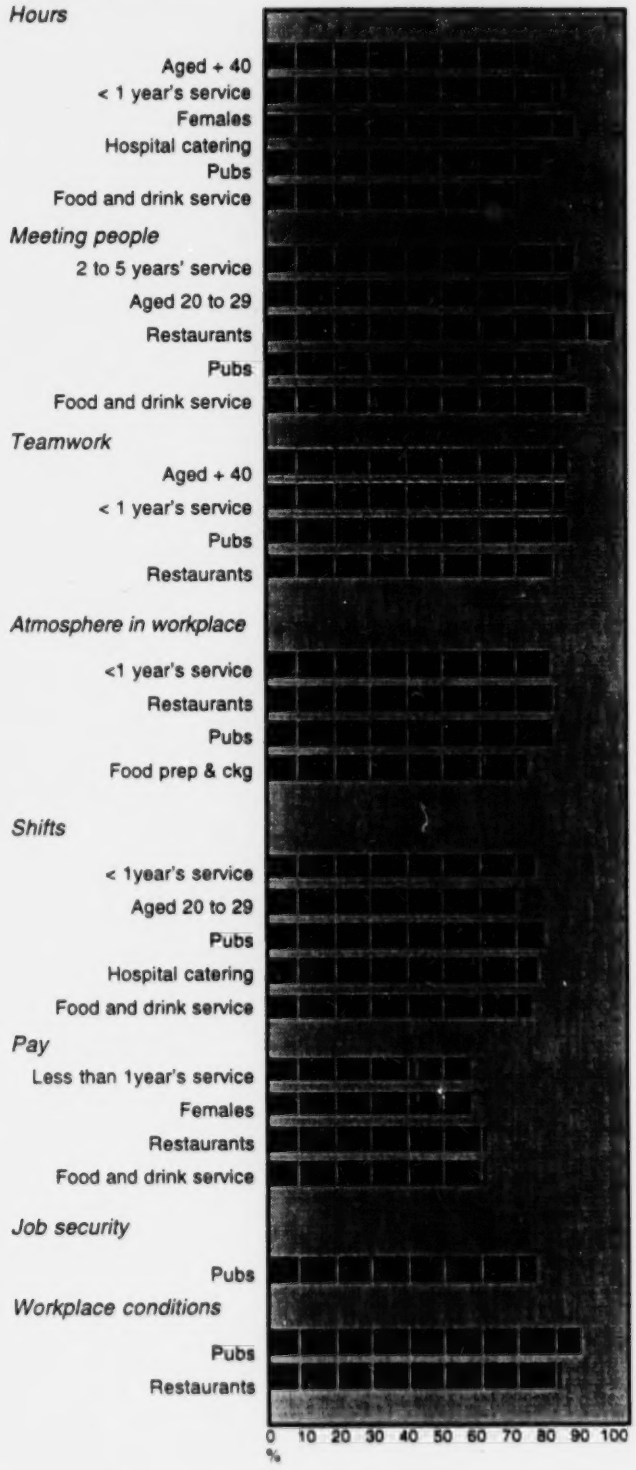

Table 3.11
Part-time respondents level of job satisfaction by occupational area and sector

	Occupational area[1]		Sector[2]			
	Food prep & ckg %	Food & drink ser %	Rest-aurants %	Pubs %	Education catering %	Hospital catering %
Satisfied						
Hours	66	71	61	65	83	77
Shifts	61	73	65	77	65	75
Pay	47	61	61	58	51	53
Meeting people	66	90	97	84	73	66
Teamwork	80	79	81	84	75	74
Atmosphere in workplace	72	80	81	79	67	72
Way treated by customers	44	61	55	61	48	51
Perks	17	32	39	47	18	15
Variety in work	49	45	29	44	55	56
Job security	49	67	52	74	61	58
Control over own job	57	72	52	74	67	71
Status	54	57	48	54	58	58
Workplace conditions	58	73	81	86	59	60
Recognition	46	53	58	56	45	47
Way managed	55	65	61	72	56	59
Training opportunities	27	26	32	28	26	23
Neutral						
Share of tips	58	50	29	51	69	79
Variety in work	42	46	65	49	37	33
Promotion opportunities	59	55	65	56	55	56
Perks	50	46	36	40	55	59
Training opportunities	53	57	55	56	45	58
Qualification opportunities	55	67	68	63	49	67
Dissatisfied						
Share of tips	41	22	36	28	28	19
Perks	33	22	26	14	27	26
Promotion opportunities	25	26	23	25	26	26
Training opportunities	20	18	19	26	33	17
No. of respondents	82	198	66	84	60	77

1 Reception/portering and housekeeping omitted, only 5 and 18 respondents respectively
2 Hotels and contract catering omitted, only 24 and 22 respondents respectively
Base: Part-time respondents

Full-time respondents

Generally full-time respondents were particularly satisfied with:

- The opportunities I have to meet people – 77%
- The teamwork that exists in my workplace, with my colleagues – 75%
- The atmosphere in my workplace – 69%
- The amount of control I have over the way I perform my job – 67%
- The physical conditions of my workplace – 63%
- The hours I work – 60%

The most mentioned causes of dissatisfaction were:

- The pay I receive – 38%
- The perks I receive – 36%
- The opportunities I have for promotion – 36%
- The share of tips I receive – 30%
- The recognition I get for good work 30%
- The opportunity I have for getting qualifications – 27%

Sex and age group

Female respondents were less satisfied with their status: 47% compared to 63% of males. There were similar differences of views on way managed, recognition, control over own job and workplace conditions.

Only 17% of females were satisfied with promotion opportunities and 40% were dissatisfied. Females were also more dissatisfied with pay, 41% compared to 35% of males *(Table 3.12)*.

Respondents were not especially satisfied on promotion, training or qualification opportunities. Of the 20 to 29 year olds, 42% were dissatisfied on promotion, 34% on qualifications and 31% on training. This group was the least satisfied with pay and perks: only 29% were satisfied with pay, while 41% were dissatisfied, and 42% were dissatisfied with perks.

Hours and shifts of work were satisfactory to a majority of respondents, and more so to those aged over 40.

What caused most dissatisfaction for full-timers

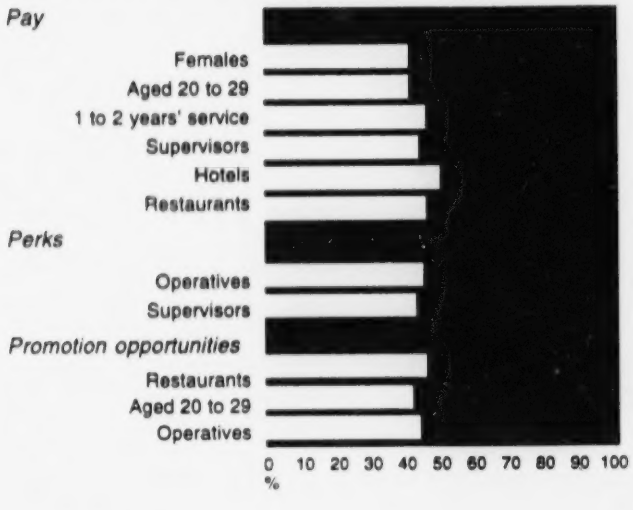

Table 3.12
Full-time respondents level of job satisfaction by sex and age group

	Male	Female	Age			
			Under 20	20–29	30–39	+40
	%	%	%	%	%	%
Satisfied						
Hours	57	62	60	57	61	68
Shifts	58	57	51	58	56	63
Pay	38	33	37	29	44	41
Meeting people	77	77	82	79	74	74
Teamwork	76	75	76	75	77	71
Atmosphere in workplace	72	68	61	59	74	67
Way treated by customers	57	52	50	53	57	55
Variety in work	63	56	63	54	60	67
Job security	62	58	55	55	66	66
Control over own job	71	63	65	63	73	72
Status	63	47	49	45	63	68
Workplace conditions	71	57	79	61	64	62
Recognition	50	41	56	39	49	53
Way managed	59	51	63	51	58	59
Promotion opportunities	34	17	29	22	32	22
Training opportunities	44	34	45	35	42	40
Qualification opportunities	36	28	48	32	29	29
Neutral						
Share of tips	44	55	30	44	52	69
Promotion opportunities	34	43	33	36	38	50
Perks	35	44	36	33	43	57
Training opportunities	39	37	38	34	40	46
Qualification opportunities	43	39	35	35	46	52
Dissatisfied						
Pay	35	41	38	41	33	36
Share of tips	34	27	41	30	34	22
Perks	36	35	40	42	27	28
Promotion opportunities	32	40	38	42	30	28
Qualification opportunities	21	33	18	34	25	18
No. of respondents	280	329	42	312	144	117

Base: full-time respondents

Occupational level and length of service

On the issue of promotion opportunities, the balance of opinion fell on the neutral to dissatisfied scale. Managers were the only group with the balance towards satisfaction: 36% were satisfied and the same percentage neutral *(Table 3.13)*.

A similar situation occurred with perks. The majority were neutral or dissatisfied, but in the case of managers 41% were neutral and 39% satisfied.

Over half the managers were satisfied with their pay, and one-quarter dissatisfied. This is in sharp contrast to supervisors, of whom 28% were satisfied and 44% dissatisfied. Operatives and crafts people were similarly dissatisfied.

Respondents who had been with their employer for more than five years were the most satisfied on pay, 45% were satisfied and 34% dissatisfied. The lowest satisfaction was among those with one to two years' service, where 21% were satisfied and 46% dissatisfied.

Managers were generally more satisfied with other aspects of their job than supervisors, crafts people or operatives. On status 81% were satisfied, compared to 34% of operatives.

Job security and status seemed a problem for those with less than one year's service: only 43% and 46% were satisfied, compared to 62% of those with five or more years' service.

The balance of opinion on training was towards satisfaction: 50% of managers were satisfied and 32% neutral, while 31% of operatives were satisfied and 45% neutral. Operatives and supervisors were least satisfied on qualification opportunities: 31% of operatives and 36% of supervisors were dissatisfied, 47% and 33% respectively neutral.

What full-timers got most job satisfaction from

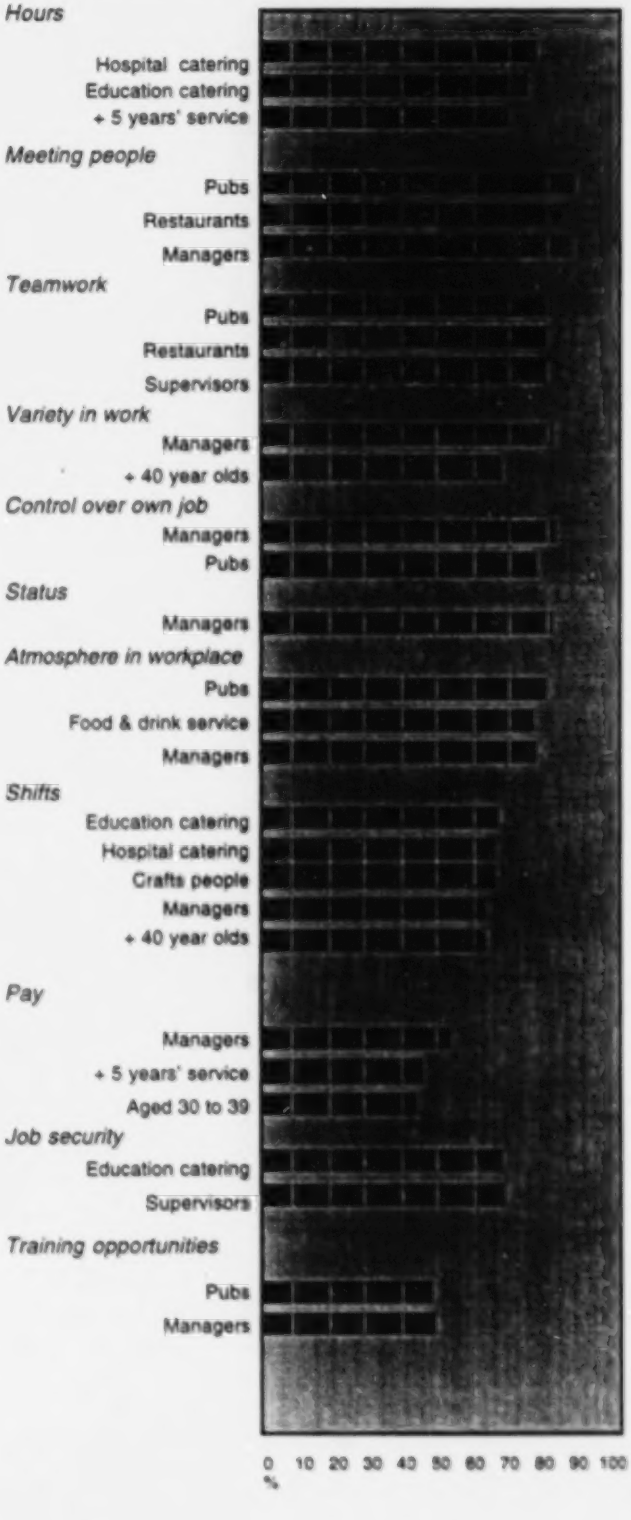

Table 3.13

Full-time respondents level of job satisfaction by occupational level and length of service

	Occupational level				Length of service (years)			
	Operatives %	Crafts people %	Supervisors %	Managers %	Less than 1 %	1 to 2 %	2 to 5 %	+ 5 %
Satisfied								
Hours	69	62	52	58	61	52	57	70
Shifts	57	65	51	63	56	56	58	61
Pay	31	29	28	53	32	21	37	45
Meeting people	72	75	77	86	77	79	80	70
Teamwork	70	76	79	76	79	73	74	75
Atmosphere in workplace	59	68	73	77	66	62	49	74
Way treated by customers	54	52	47	66	61	49	56	48
Variety in work	46	52	56	81	50	54	63	61
Job security	48	57	68	66	46	66	64	62
Control over own job	50	66	71	82	62	62	70	72
Status	34	46	54	81	43	51	56	62
Workplace conditions	55	69	57	73	62	66	62	61
Recognition	41	37	42	59	42	44	46	46
Way managed	53	54	54	58	57	52	55	54
Training opportunities	31	35	37	50	38	37	44	32
Qualification opportunities	22	31	31	44	32	28	36	27
Neutral								
Pay	27	32	29	20	33	33	22	21
Share of tips	43	44	47	64	38	52	45	64
Promotion opportunities	44	40	35	36	39	28	37	45
Perks	41	42	35	41	36	34	35	54
Status	38	34	32	11	37	31	27	22
Training opportunities	45	40	34	32	41	38	29	44
Qualification opportunities	47	43	33	39	47	37	35	44
Dissatisfied								
Pay	42	39	44	27	35	46	41	34
Share of tips	36	32	33	21	37	24	32	27
Perks	45	34	43	20	41	37	34	32
Promotion opportunities	44	40	34	28	39	38	37	34
Qualification opportunities	31	26	36	17	22	35	29	30
No. of respondents	176	106	173	161	150	92	201	165

Base: full-time respondents

Occupational area and sector

Those working full-time in food preparation and cooking were generally the least satisfied with their jobs. A particular issue was the share of tips received: 41% were dissatisfied and only 11% satisfied *(Table 3.14)*. The opportunity to meet people and the atmosphere of the workplace also had above average dissatisfaction scores. 8% and 15% respectively.

Reflecting the practice of many customers to tip individual staff directly, 35% of those in food and drink service reported satisfaction with their share of tips, while 29% were dissatisfied. Some 87% were satisfied with the opportunity they had to meet people.

Pubs had the highest percentage of satisfied full-time respondents, 81% overall. Among the features found satisfactory or very satisfactory by a clear majority of full-time respondents in this sector were:

- the amount of control I have over the way I perform my job – 77%
- the physical conditions of my workplace – 71%
- the way I am managed at work – 64%
- the status of my job – 60%

In contrast to the general dissatisfaction on perks, 37% of full-time respondents in pubs were satisfied on this aspect. Almost half (48%) were satisfied with training and 45% with the opportunity to gain qualifications. This sector had the least dissatisfaction with promotion opportunities: 14% compared to 27% in hotels who were dissatisfied, while 29% were satisfied compared to 24% in hotels.

Half the respondents in hotels were dissatisfied with pay (50%), 46% in restaurants and 32% in pubs.

Hospital catering had the most respondents satisfied with hours (77%), and the least respondents satisfied with the way they were treated by customers (41%). On all other issues this sector had average scores.

Table 3.14

Full-time respondents level of job satisfaction by occupational area and sector

	Occupational area[1]			Sector					
	Food prep & ckg %	Food & drink ser %	Recept/ port'g %	Hotels %	Rest-aurants %	Pubs %	Contract catering %	Education catering %	Hospital catering %
Satisfied									
Hours	63	65	58	44	36	64	68	74	77
Shifts	61	61	48	46	48	62	65	66	65
Pay	34	38	20	30	27	39	41	38	37
Meeting people	59	87	82	71	84	87	81	59	66
Teamwork	72	77	81	68	80	81	68	64	74
Atmosphere in workplace	62	76	68	60	73	80	62	58	61
Way treated by customers	40	57	71	64	43	64	54	49	41
Variety in work	55	53	58	52	55	64	47	61	59
Job security	62	53	53	63	64	57	44	67	49
Control over own job	69	65	47	57	68	77	54	62	65
Status	58	49	45	50	52	60	43	58	51
Workplace conditions	64	63	48	55	68	71	56	53	55
Recognition	48	45	36	38	48	54	40	38	41
Way managed	54	57	50	47	55	64	50	45	54
Training opportunities	40	32	32	41	30	48	35	36	39
Qualification opportunities	30	30	17	26	25	45	25	27	36
Neutral									
Hours	24	19	26	26	36	22	16	16	17
Pay	29	24	34	21	27	29	24	29	28
Way treated by customers	50	29	24	27	39	32	25	41	44
Share of tips	49	37	47	40	27	42	52	70	73
Perks	35	33	37	42	34	34	29	45	52
Promotion opportunities	40	36	45	42	27	45	37	50	36
Training opportunities	38	40	46	35	43	35	38	39	33
Qualification opportunities	44	39	65	48	34	41	44	41	37
Dissatisfied									
Pay	37	38	47	50	46	32	35	33	35
Share of tips	11	29	39	36	39	26	41	24	26
Perks	39	38	51	37	39	29	52	35	35
Promotion opportunities	36	40	46	34	46	26	44	33	39
Qualification opportunities	26	32	18	27	41	14	31	32	27
No. of respondents	168	187	42	132	92	163	40	71	95

1 Housekeeping omitted, only 20 respondents
Base: full-time respondents

MOST VALUED ADDITIONAL BENEFIT

Asked to choose a benefit they would like but were not already receiving, the most popular choices were for benefits associated with the best employers in commerce and industry generally: bonus scheme, profit sharing, company pension and a health plan.

One in five of all respondents said they would most value a bonus scheme, and were not currently benefiting from one. The next most popular choices were profit sharing (17%), company pension (12%) and a health plan (12%).

Only 5% of all respondents said they would value free/subsidised meals, a benefit which nearly 60% of their colleagues were already receiving (see Section 4). One-third of all respondents were already receiving a company pension.

Part-time respondents

A bonus scheme and profit sharing were the most valued additional benefits for part-time respondents, 15% and 14% respectively *(Table 3.15)*. One-quarter of respondents with less than one year's service wanted a bonus scheme.

Childcare vouchers was next on the list for female respondents (14%) followed by health plan (13%).

A health plan was more important for those with long service (+5 years), and for those aged over 40 (sharing top place with bonus scheme and profit sharing).

Free/subsidised holidays were mentioned by 14% of those aged 20 to 29, 13% of those over 40 and 11% of those with five or more years' service.

Table 3.15
Part-time respondents: most valued additional benefit

	Male	Female	Age				Length of service (years)			
			Under 20	20–29	30–39	+40	Less than 1	1 to 2	2 to 5	+ 5
	%	%	%	%	%	%	%	%	%	%
Bonus scheme	18	15	14	18	6	16	25	19	6	12
Profit sharing	33	11	16	14	13	16	8	5	30	15
Company pension	5	8	11	6	2	8	6	18	2	8
Health plan	4	13	2	6	18	16	8	1	14	17
Free/subsidised meals	13	6	15	3	6	8	9	1	5	10
Live-in accommodation	2	–	–	2	–	–	1	2	–	–
Staff discounts	10	9	21	12	3	8	13	7	7	9
Leisure/social club membership	5	4	11	3	5	2	4	6	6	2
Free/subsidised holidays	14	9	8	14	9	13	8	21	15	11
Childcare vouchers	–	14	2	13	18	12	10	12	12	12
Workplace nurseries	2	6	–	7	22	1	6	7	6	4
No. of respondents	46	223	39	77	41	117	79	32	63	95

Base: part-time respondents

Full-time respondents

Profit sharing and company pension headed full-time managers' wish list (each 20%), while a bonus scheme was the main priority for other grades *(Table 3.16)*.

The five top items in hospital catering were profit sharing (17%), health plan (16%), free/subsidised holidays (15%), bonus scheme and childcare vouchers (each 14%). Restaurants and pubs had even clearer opinions, with 76% and 61% respectively choosing bonus scheme, profit sharing or company pension.

Company pension and profit sharing were more important to male respondents, while females put more importance on a bonus scheme and childcare vouchers.

Most valued additional benefit

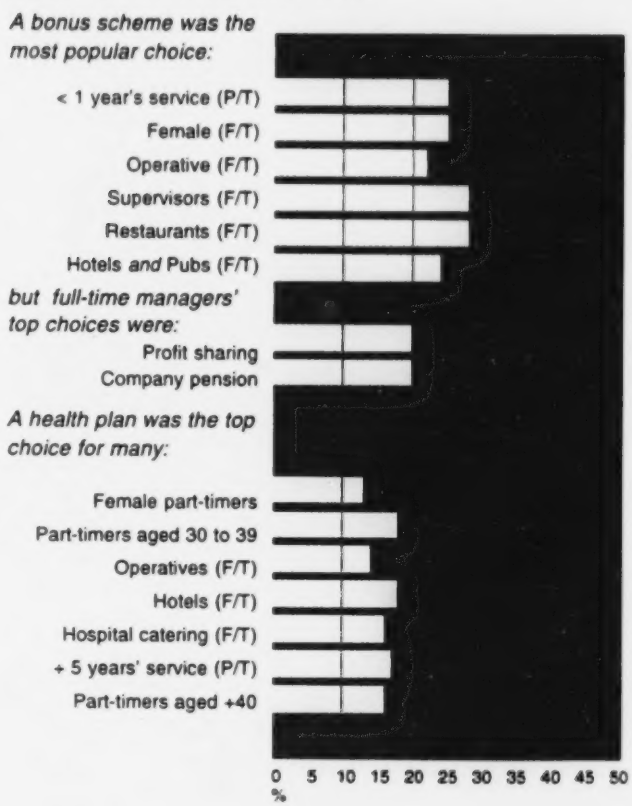

Table 3.16
Full-time respondents: most valued additional benefit

	Sex		Occupational level				Sector[1]				
	Male	Female	Operatives	Crafts people	Supervisors	Managers	Hotels	Restaurants	Pubs	Education catering	Hospital catering
	%	%	%	%	%	%	%	%	%	%	%
Bonus scheme	18	25	22	21	28	17	24	28	24	23	14
Profit sharing	22	14	15	16	21	20	14	28	16	16	17
Company pension	19	11	12	16	13	20	16	20	21	11	7
Health plan	12	12	14	9	10	14	18	5	7	19	16
Free/subsidised meals	4	5	5	4	5	4	2	5	1	1	8
Live-in accommodation	2	1	2	2	1	–	3	3	–	2	–
Staff discounts	3	5	7	2	6	–	2	–	9	3	3
Leisure/social club membership	5	4	3	6	4	6	6	3	7	4	3
Free/subsidised holidays	11	9	12	15	6	9	10	8	9	11	15
Childcare vouchers	2	10	8	3	4	7	6	–	3	9	14
Workplace nurseries	–	5	2	4	2	3	1	3	1	4	4
No. of respondents	241	271	145	86	151	132	107	83	137	58	86

1 Contract catering omitted, only 31 respondents
Base: full-time respondents

SUMMARY

Over half the full-time respondents (56%) saw their job as a career, while 83% of part-timers regarded it as paid employment. These views did not mean part-timers were discontent. On the contrary, part-timers were generally getting what they wanted from the job: 70% were satisfied with the hours and shifts they worked. A majority were satisfied on pay: 55% of those who had more than five years' service with their employer.

Full-time respondents were similarly satisfied with their hours and shifts of work: 70% of those who had been with their employer for more than five years were satisfied with their hours, 61% with their shifts and 45% with their pay.

Career-minded managers

Managers placed more importance on career and promotion than other occupational levels (78% of all managers), compared to 68% of supervisors, and 51% of crafts people. Even though they had reached management, they apparently were keen to move on to more senior management and/or to better paid positions. To achieve this progress, the majority specialised in one sector of the industry: 43% of the respondents who were managers came from the same sector, compared to 23% who had changed sector (within the industry). Those who had come from the same sector were generally satisfied with their working conditions and rewards.

Career development years

Respondents in the 30 to 39 year old age group placed more emphasis on their career than their younger and older colleagues. They had quite low levels of satisfaction on opportunities for promotion, training and qualifications.

The 20 to 29 year olds were less satisfied on promotion, training and qualification opportunities, and 41% of the full-timers were dissatisfied with their pay. These respondents

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tended to change jobs more often (analysed in Section 4), and 35% intended to leave their job within 12 months of the survey. Of those who gave a reason for leaving, the most mentioned was low pay, by one-fifth. Of those who had no intentions to leave their current job, the most mentioned reason was job satisfaction, by 27%, while 13% said salary/money.

Career advancement and moving on

Respondents who placed more emphasis on career advancement had been with their current employer for a shorter time than other respondents: 64% of full-timers with between one and two years' service regarded their job as a career, compared to 51% of those with more than five years' service.

The gap was wider on the importance of promotion: 72% of full-timers with one to two years' service considered promotion important compared to 56% of those with more than five years' service. This is likely to be a source of frustration, with 38% of full-timers with one to two years' service dissatisfied on promotion, and 34% of those with five years' service.

The over 40s

For those aged over 40, particularly satisfying features of their job included teamwork (77%), opportunity to meet people (76%), control over one's work (73%), atmosphere (71%) and hours (71%). One-quarter or less were dissatisfied with pay, promotion opportunities and perks, recognition for good work, and opportunities for qualifications. The majority (64%) had been in their current job for over five years, and only 8% intended to change their job in the 12 months after the survey.

Satisfied employees in pubs

Pubs had the highest percentage of satisfied employees. The amount of control people had over their job, physical conditions of the workplace, status and recognition for good work were among the features which a clear majority

of respondents liked. This sector had the least dissatisfaction with pay and perks: 32% and 29% of full-timers respectively compared to 46% and 39% in restaurants.

What makes employees leave (or stay)

In the recent HCTC survey of employment flows in the industry[1], employers believed the main reasons why staff left were unsocial hours and poor pay. Key factors in encouraging staff to stay were job satisfaction and the social nature of the work.

Employees in the survey reported on here were overwhelmingly satisfied with the people aspects of their job: 78% were satisfied with the opportunity to meet people, and 76% with the teamwork that existed in their workplace. Hours of work and pay were not significant causes of frustration, indeed 70% of part-timers were satisfied with their hours of work and shifts, and 60% of full-timers. The lowest level of satisfaction on hours was among full-time supervisors, and even here 52% were satisfied.

One-third of all respondents gave as their main reason for remaining with their current employer job satisfaction: 30% of full-timers and 37% of part-timers. Pay was given as the reason by 9% of full-timers and 16% of part-timers. A similar proportion of part-timers gave convenient working hours as the main reason for remaining with their employer.

Money was nevertheless the main reason given by those respondents intending to leave their job, by 19% of full-timers. The main reason given by part-timers (15%) was that the job was not their chosen career.

What attracted employees to the industry

Generally what had attracted respondents to the industry corresponded well with those aspects of their job that gave them satisfaction: working with the public and meeting people. One-in-ten part-timers were attracted to the industry by the money, as were 18% of part-timers working in food preparation and cooking. Many part-timers and full-timers were attracted to the industry by accident, and through friends/relatives in the business.

Full-time managers and crafts people had similar views: 20% in each group said they were attracted to the industry because they liked or were good at cooking. These managers appear to have been working in predominantly contract catering, education and hospital catering.

The people factor

Those working in food preparation and cooking were particularly satisfied with the teamwork in their job: 80% of part-timers and 72% of full-timers, while 58% and 64% respectively were satisfied with what could be a problem area in hot kitchens: the physical conditions of their workplace.

In food and drink service, 90% of part-timers and 87% of full-timers were satisfied with the opportunity to meet people.

Training and qualification opportunities

Training and qualification opportunities are examined in more detail in Section 5. There is certainly scope for improvement: most part-timers were neither satisfied nor dissatisfied, but 21% of male full-timers were dissatisfied with qualification opportunities, as were 33% of females, 36% of supervisors, 32% of those in food and drink service, and 41% of those in restaurants.

1 *Employment flows in the catering and hospitality industry*, HCTC, 1994

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This section describes respondents' career history in terms of their responsibilities and area of work at the time of the survey and what they had done previously, including any time spent outside the catering and hospitality industry.

Particular aspects of respondents' current job examined include promotion, average hours worked per week, benefits or perks received, and how respondents had heard about their job/employer.

CURRENT EMPLOYMENT

Around two-thirds of respondents were working full-time at the time of the survey. Of these less than 4% were on a fixed term contract. As noted in Section 2, the over-representation of full-timers – the estimate for the industry is 37% – may have resulted from the way in which employers particating in the survey distributed questionnaires.

The part-timers *(Table 4.1)* included 8% who said they were temporary (could not find or did not want a permanent job) and 3% 'casual' (i.e. working as required by the employer).

Some respondents had other jobs, 9% of all respondents, and for 39% of these the other job(s) was also in the catering and hospitality industry.

A similar percentage of respondents (8%) were in full-time education at the time of the survey, using their job to earn some income.

Table 4.1
Employment status of respondents

	Male		Female		All	
	%	No.	%	No.	%	No.
Part-time	17	57	48	301	37	358
Permanent	11	38	38	239	29	277
Other	6	19	10	62	8	81
Full-time	83	284	52	330	63	614
Permanent	76	259	51	321	60	580
Other	7	25	1	9	3	34
Total	100	**341**	100	**631**	100	**972**

Base: all respondents

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Responsibilities and area of work

Over half the female respondents worked at operative level (55%) and 19% were supervisors *(Table 4.2)*. The males were more evenly spread, with 26% at both supervisory and management level.

Most of the part-timers (and these were mostly females) worked at operative level. The highest proportion of female full-timers worked at operative level (34%), and the highest proportion of males at management level (31%).

The largest proportions of part-time and full-time respondents worked in food and drink service, followed by food preparation and cooking (see *Table 2.3* in Section 2). In food and drink service, over half were at operative level (57%). Food preparation and cooking had a more even spread across the occupational levels: 38% were operatives, 29% crafts people, 25% supervisors and 8% managers.

Supervisors and managers were more likely to work in more than one occupational area: 26% of supervisors and 41% of managers did so.

Male: female ratio in survey

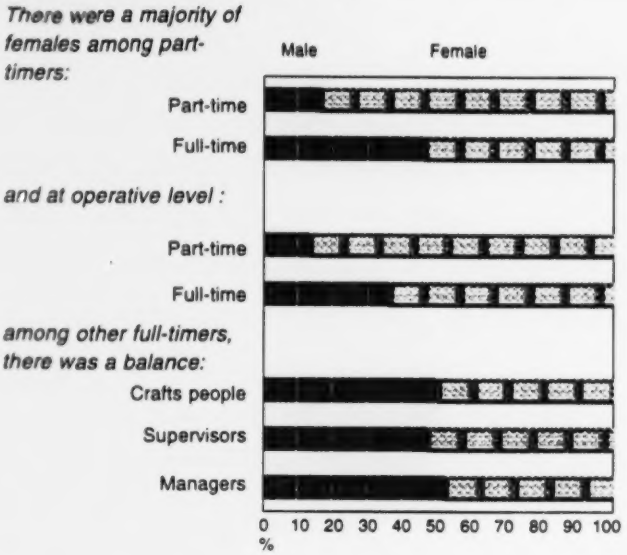


Table 4.2
Responsibilities, by employment status and sex

	Part-time				Full-time				All			
	Male		Female		Male		Female		Male		Female	
	%	No	%	No	%	No	%	No	%	No	%	No
Occupational level												
Operatives	61	36	78	234	22	62	34	110	29	98	55	344
Crafts people	21	12	11	32	19	53	16	52	19	65	13	84
Supervisors	15	9	10	31	29	81	27	90	26	90	19	121
Managers	3	2	1	4	31	86	23	77	26	88	13	81
Total	100	**59**	100	**301**	100	**282**	100	**329**	100	**341**	100	**630**

Base: all respondents

Age and responsibility

Many respondents had reached a supervisory or management position before the age of 30 (*see Table 2.4* in Section 2):

- nearly two-thirds of full-time supervisors were aged 20 to 29 (63%), and 23% were aged 30 to 39
- over one-third of full-time managers were aged 20 to 29, and 42% were aged 30 to 39.

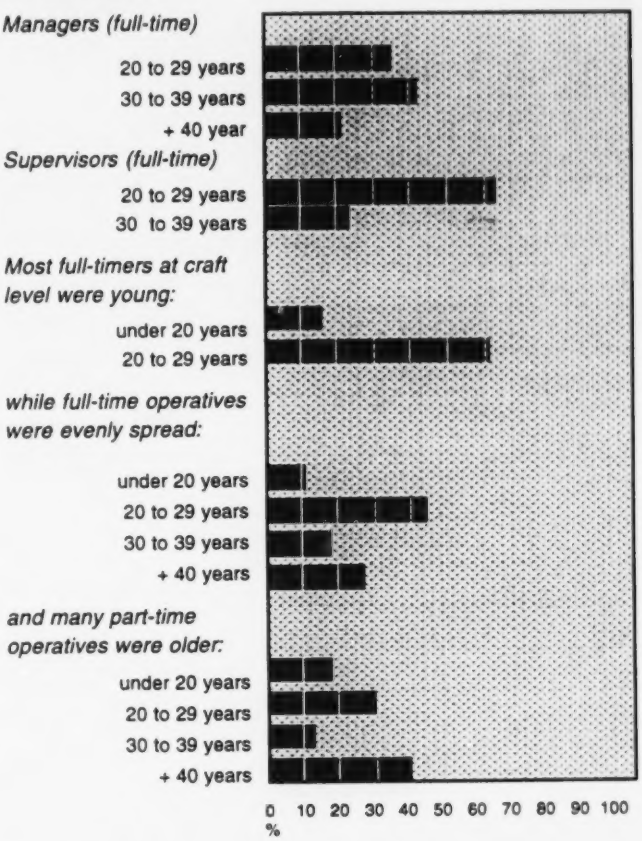
The majority of part-time operatives (39%) were over 40 years of age, while the majority of full-time crafts people (61%) and operatives (44%) were aged 20 to 29.

Generally respondents reached management level at a younger age in pubs. Most of the respondents in restaurants were young, and working in operative and craft positions.

The over 40 year olds were mostly working in education and hospital catering.

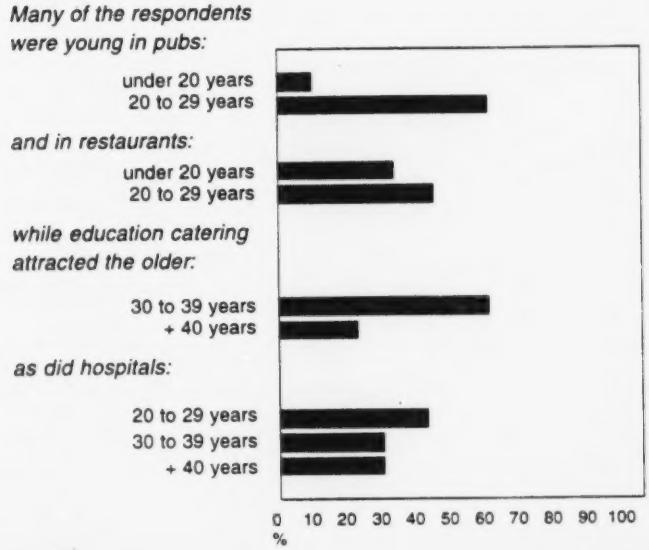
Age and responsibility

The industry's record for promoting employees at a young age is well substantiated:


Managers (full-time)
20 to 29 years
30 to 39 years
+ 40 year
Supervisors (full-time)
20 to 29 years
30 to 39 years
Most full-timers at craft level were young:
under 20 years
20 to 29 years
while full-time operatives were evenly spread:
under 20 years
20 to 29 years
30 to 39 years
+ 40 years
and many part-time operatives were older:
under 20 years
20 to 29 years
30 to 39 years
+ 40 years
0 10 20 30 40 50 60 70 80 90 100
%

Age profile of sectors

Many of the respondents were young in pubs:


under 20 years
20 to 29 years
and in restaurants:
under 20 years
20 to 29 years
while education catering attracted the older:
30 to 39 years
+ 40 years
as did hospitals:
20 to 29 years
30 to 39 years
+ 40 years
0 10 20 30 40 50 60 70 80 90 100
%

Average hours worked per week

Respondents were asked how many hours they normally worked each week, excluding overtime. *If they worked overtime, they were* asked how many hours were paid and how many were unpaid.

Part-time respondents

The average (mean) number of hours (excluding overtime) for part-timers was 19, and in education and hospital catering it was 22. Only 16% of part-time respondents worked less than eight hours per week, while 40% worked less than 16 hours per week *(Table 4.3)*.

Supervisors were the most likely to work over 17 hours a week, 87% did so. Only 20% of operatives worked less than eight hours.

Satisfaction with hours worked

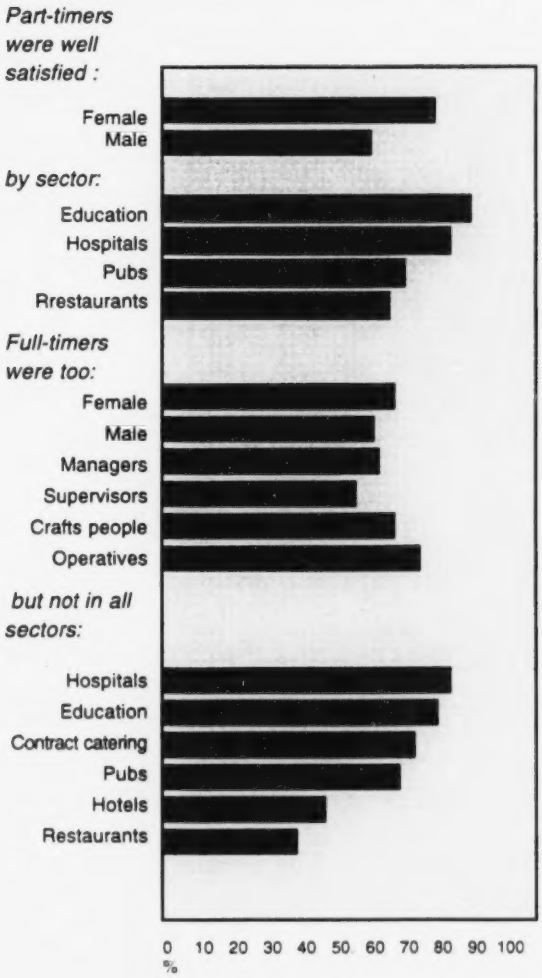


Table 4.3

Part-timers: average hours worked per week (including any overtime)

	Less than 8 %	9 to 16 %	+ 17 %	No. of respon-dents
All	16	24	60	274
Male	11	31	58	43
Female	16	23	61	231
Occupational level				
Operatives	20	26	54	206
Crafts people	6	17	77	35
Supervisors & managers[1]	–	18	82	33
Sector				
Restaurants	23	27	50	47
Pubs	15	27	58	64
Education catering	5	17	79	53
Hospital catering	6	26	69	62

1 Only 4 were managers

2 Hotels and contract catering omitted, only 12 and 14 respondents respectively

Base: part-time respondents

Full-time respondents

Among the respondents with full-time jobs, 40% said they worked 40 to 49 hours per week including unpaid overtime, and 22% more than 50 hours per week *(Table 4.4)*. Some respondents, particularly at management level, did not distinguish between unpaid overtime and the extra hours above their contract of employment which they had become accustomed/were expected to work.

Managers worked the longest hours, with 45% of pub managers and 35% of hotel managers working more than a 60 hour week (small sample for these). In pubs and hospital catering some managers received paid overtime. No one at this level got paid overtime in hotels and restaurants, and paid overtime was rare at any level in hotels.

More than half those at craft and operative level worked 39 hours or less, but these hours were likely to be extended with paid overtime.

Long hours for managers

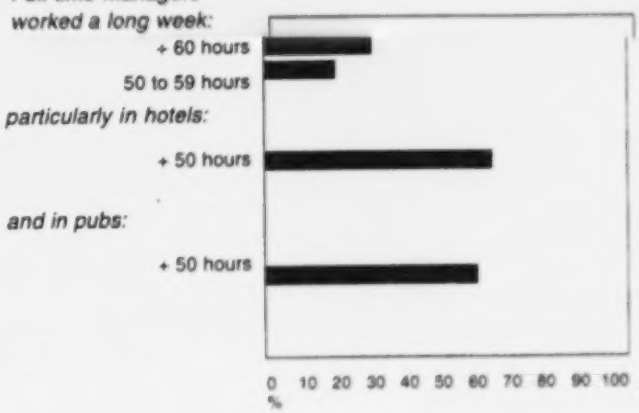

Full-time managers worked a long week:
+ 60 hours
50 to 59 hours
particularly in hotels:
+ 50 hours
and in pubs:
+ 50 hours
0 10 20 30 40 50 60 70 80 90 100
%

Table 4.4

Average hours worked per week by full-time respondents, by occupational level and sector[1]

	Including unpaid overtime					Paid overtime		
	39 or less %	40 to 49 %	50 to 59 %	+60 %	No. of respondents	4 or less %	5 to 9 %	+ 10 %
All sectors	39	40	10	12	507	9	11	6
Operatives	53	43	2	2	129	13	13	4
Crafts people	52	36	2	9	90	14	14	15
Supervisors	37	45	13	6	150	7	13	5
Managers	19	32	19	30	138	2	6	4
Hotels	23	47	17	13	111	4	3	3
Restaurants	42	31	14	14	76	12	3	15
Pubs	26	33	8	21	118	2	10	7
Education catering	49	41	3	7	63	12	15	8
Hospital catering	55	38	6	1	85	15	25	4

1 Contract catering omitted, only 30 respondents

The role of tips in remuneration

Respondents were asked how they were paid: all salary, various combinations of salary and tips, or some other means.

In spite of the confidentiality of the survey, respondents appeared reluctant to answer this question (perhaps they feared an income tax demand). Only 9% of respondents admitted to receiving some proportion of their pay in tips *(Table 4.5)*, and 7% received a salary plus some other form of payment, e.g. bonus or share of service charge.

Supervisors were the most likely to receive tips as part of the pay package (or were more honest!): 12% had less than half their salary in tips and 6% received some other payment. Only 8% of craftspeople and 9% of operatives received tips, but 20% of craftspeople received some other payment (probably service charge).

Table 4.5
How respondents were paid: salary / tips, by occupational level

	All salary %	More than half salary %	Other %	Number of respondents
All respondents	83	8	9	975
Operatives	85	6	9	449
Crafts people	73	7	20	150
Supervisors	83	12	6	208
Managers	88	9	3	166

Base: all respondents

Full-time respondents

As indicated in Section 3, 29% of all respondents were dissatisfied with the share of tips they received, and full-time respondents in food preparation and cooking were particularly dissatisfied. These views seem justified, even taking account of the reluctance of respondents to answer the more direct question of the role of tips in their remuneration package *(Table 4.6)*. Even in food and drink service, where the balance of respondents were satisfied with their tips, the number who admitted to receiving tips as part of their pay was low.

Table 4.6
How full-time respondents were paid: salary / tips, by occupational area[1]

	All salary %	More than halfsalary %	Other %	Number of respondents
All respondents	85	9	6	616
Food preparation & ckg	93	3	4	169
Food and drink service	71	16	13	186
Reception/portering	90	8	3	41

1 Housekeeping omitted, only 19 respondents
Base: full-time respondents

Length of service with current employer

The average (mean) length of service with present employer was three years nine months for male respondents and longer, around five years, for females. Reflecting this, a higher proportion of females had been with their employer for more than five years, 34% compared to 19% of males. And a lower proportion of females had less than two years service with their current employer, 37% compared to 49% of males.

There were significant variations in length of service when part-time and full-time respondents are examined independently, and within these groups by occupational area, age and occupational level.

Part-time respondents

The majority of part-time respondents had been with their current employer for more than five years: 35%, while 22% had between two and five years' service and a similar proportion had six months or less service *(Table 4.7)*.

Many of the older respondents were long-serving, 19% of those over 40 had been with their current employer for between two and five years, and 64% for more than five years. Almost half the respondents aged under 20 years (47%) had six months or less service (small sample).

Pubs and restaurants had a higher proportion of respondents with less than one years' service, but this may reflect the younger age of respondents. Over half the respondents in pubs had more than two years' service, as did 64% of those in hospital catering.

Length of service with current employer

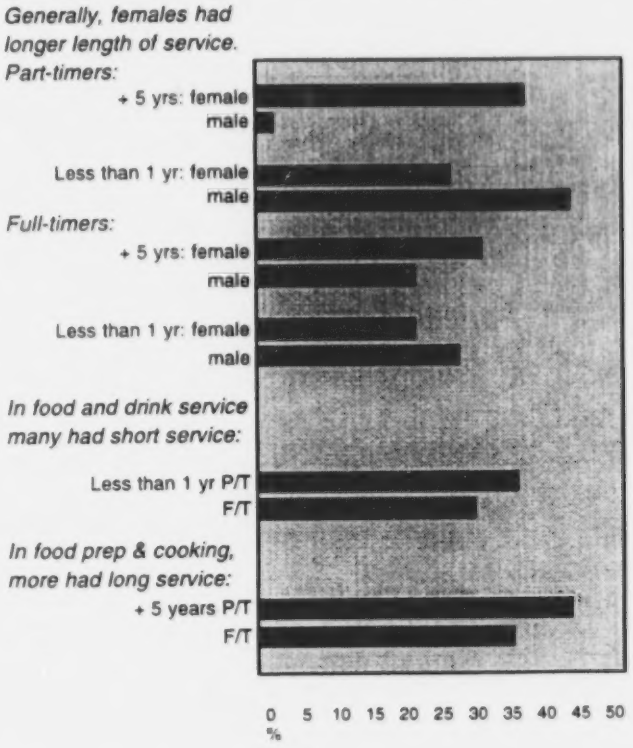


Table 4.7

Part-time respondents length of service with current employer

	6 mths and less %	7 mths to 1 yr %	1 to 2 yrs %	2 to 5 yrs %	+ 5 yrs %	No. of respon-dents
All respondents	23	8	13	22	35	365
Age group						
Under 20 years	47	12	18	23	–	53
20 to 29 years	30	11	18	25	16	115
30 to 39 years	20	11	13	25	31	56
+ 40 years	8	3	7	19	64	142
Occupational level						
Operatives	24	9	14	23	30	273
Crafts people	31	–	12	14	42	41
Supervisors/managers[1]	4	9	9	26	52	46
Sector[2]						
Restaurants	32	13	19	16	19	66
Pubs	23	12	12	28	26	83
Education catering	9	3	12	16	60	61
Hospital catering	14	6	17	22	42	78

1 Only 5 were managers

2 Hotels and contract catering omitted, only 22 and 21 respondents respectively

Base: part-time respondents

Full-time respondents: age

Half the over 40 year olds had been in their current job for more than five years, and only 9% less than one year *(Table 4.8)*.

By contrast, almost half the under 20 year olds had been in their job less than six months (small sample size). This ties in with the number of respondents who were using the industry as a stop-gap measure and students who were working to supplement their income.

The 20 to 29 year old group were most likely to stay between two and five years (34% did so), before moving on to gain promotion or further experience.

Table 4.8

Full-time respondents length of service with current employer by age

	6 mths and less %	7 mths to 1 yr %	1 to 2 yrs %	2 to 5 yrs %	+ 5 yrs %	No. of respondents
Under 20 years	43	12	19	20	6	42
20 to 29 years	17	15	16	34	18	314
30 to 39 years	6	9	16	29	39	142
+ 40 years	5	4	9	32	50	116

Base: full-time respondents

Full-time respondents: sector and age

Over half the full-time respondents in pubs and restaurants (54% in each sector) had been with their employer for less than two years *(Table 4.9)*.

In pubs this appears to reflect the proportion of young respondents (aged 20 to 29) who had less than two years service – over 70%. As Table 2.4 shows (Section 2), many of those in this age group were supervisors and managers – over 60%.

In restaurants where 44% of the respondents were under 20 years of age, and only 5% were aged over 40, a short length of service might be expected. However, 46% of those aged 20 to 29 in this sector (mostly crafts people and supervisors, see Table 2.4) had between two and five years' service (caution: small sample size).

Table 4.9

Full-time respondents length of service with current employer by sector and age[1]

	6 mths and less %	7 mths to 1 yr %	1 to 2 yrs %	2 to 5 yrs %	+ 5 yrs %	No. of respondents
Hotels: all	14	12	21	38	16	128
20 to 29 years	21	16	16	34	13	72
Restaurants: all	9	14	30	40	7	91
20 to 29 years	8	13	25	46	8	50
Pubs: all	28	17	10	28	18	159
20 to 29 years	26	20	15	29	11	106
30 to 39 years	19	6	–	31	44	32
Contract catering	11	17	20	33	20	39
Education catering	12	3	9	31	46	68
Hospital catering: all	3	3	8	27	60	101
20 to 29 years	3	6	12	29	50	31
30 to 39 years	3	3	11	23	60	32
+ 40 years	–	–	3	28	70	36

1 Age groups omitted where fewer than 30 respondents
Base: full-time respondents

Promotion by current employer

Respondents were asked if they had always held the same position with their current employer. If they had not, further questions established if this was promotion, and how many changes of position had occurred.

Part-timers were less likely to get promotion, only 11% had done so compared to 31% of full-timers. They were also less likely to change position: 15% compared to 33% *(Table 4.10)*.

There was no evidence of sex discrimination in the incidence (or lack) of promotion: 30% of male full-timers had been promoted compared to 32% of females, and 31% of males had changed position, compared to 35% of females.

More respondents in food preparation and cooking had changed position compared to food and drink service, and full-timers in food preparation and cooking were more likely to have changed position on two or more occasions, 12% compared to 5% in food and drink service. This is likely to reflect movement from one area of the kitchen to another, building up experience in the various skills required for promotion.

Promotion

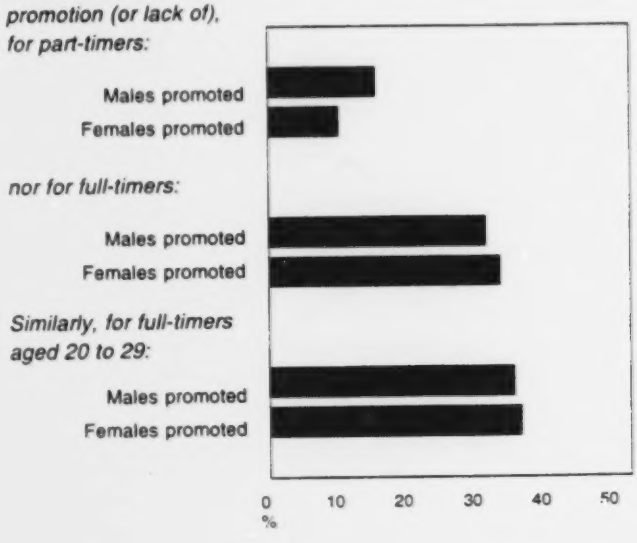


Table 4.10

Change of position and promotion with current employer by sex, occupational area and employment status

	Changed position		Changed position with promotion		Number of respondents[1]	
	Part-time %	Full-time %	Part-time %	Full-time %	Part-time	Full-time
All respondents	15	33	11	31	365	611
Male	23	31	15	30	60	279
Female	13	35	10	32	305	332
Occupational area[2]						
Food preparation & ckg	27	34	9	29	84	173
Food and drink service	9	26	8	25	200	187

1 Number of respondents answering the question on change of position (which corresponds closely with the number of respondents taking part in the survey). Fewer respondents answered the questions on promotion, nevertheless the percentages in this table have been calculated as a proportion of the numbers answering the first question.

2 Reception/portering and housekeeping omitted, inadequate number of respondents

Base: part-time/full-time respondents

Full-time respondents

Male crafts people, supervisors and managers were less likely than females to have changed position since joining their current employer.

Female operatives were less likely to get promotion. However, in the job levels were promotion is more important, craft, supervision and management, more females had been promoted: 48% of female managers compared to 35% of males *(Table 4.11)*.

This was largely because more females in hospital catering, pubs and restaurants were promoted.

Hospital catering had the highest proportion of respondents who had been promoted (49%), followed by hotels with 35% and restaurants with 29%.

More on promotion

The overall balance between sexes on the incidence of promotion is not apparent among full-timers who were managers:

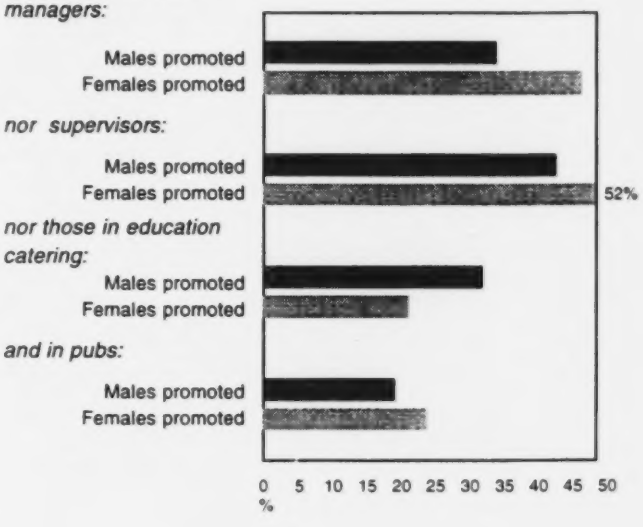


Table 4.11

Full-time respondents: change of position and promotion with current employer by sex, occupational level and sector

	Changed position		Changed position with promotion		Number of respondents[1]	
	Male %	Female %	Male %	Female %	Male	Female
Occupational level						
Operatives	16	14	11	5	62	110
Crafts people	26	33	23	27	53	52
Supervisors	43	52	44	54	81	90
Managers	35	48	35	48	80	77
Sector[2]						
Hotels	39	33	37	35	49	81
Restaurants	26	36	30	32	43	47
Pubs	20	31	20	25	96	61
Education catering	33	38	33	22	21	55
Hospital catering	48	58	46	48	50	48

1 As Table 4.10

2 Contract catering omitted, only 41 respondents in total

Base: full-time respondents

Entitlement to benefits or perks in current job

Respondents were asked to indicate which benefits or perks they were entitled to, whether or not they currently took advantage of them. The questionnaire itemised 11 benefits, with provision for the respondent to state others.

Free/subsidised meals led by a clear margin, with 59% of respondents entitled to them. Sharing second place at 32% were staff discounts and company pension plans *(Table 4.12)*. Very few respondents mentioned the following:

- bonus scheme – 14%
- leisure/social club membership – 13%
- free or subsidised holidays – 8%
- profit-sharing scheme – 7%
- workplace nurseries – 2%
- childcare vouchers – less than 1%.

There was no evidence of sex discrimination in benefits received. The widest difference among full-time respondents was on company pension, which 38% of males received and 46% of females. There were similar discrepancies among part-timers on pension and staff discounts, but the number of male part-time respondents is too low for this to be reliable.

Table 4.12
Entitlement to benefits or perks in current job by occupational status and sex

	Part-time			Full-time		
	All %	Male %	Female %	All %	Male %	Female %
Bonus scheme	10	8	10	16	18	14
Profit sharing	3	8	3	8	7	9
Company pension	15	8	17	42	38	46
Health plan	5	4	6	17	16	19
Free/subsidised meals	46	41	47	67	65	68
Live-in accommodation	1	–	1	17	18	15
Staff discounts	20	31	18	39	38	40
Leisure/social club membership	7	10	6	16	16	17
Free/subsidised holidays	4	6	4	10	9	12
Childcare vouchers	–	–	–	–	–	–
Workplace nurseries	1	–	1	2	1	3
No. of respondents	350	60	290	605	279	326

Base: all respondents

Part-time respondents

Three sectors had 10% or more respondents who benefited from profit sharing or a bonus scheme: hospital catering (33%), restaurants (10%) and pubs (10%) *(Table 4.13)*. Staff discounts appeared to play a prominent role in restaurants. Education and hospital catering were the most likely to have a pension scheme.

Only one or two respondents received childcare vouchers or could make use of workplace nurseries, a benefit which 14% of female part-timers said they would most value (Section 3).

What benefits employers offered part-timers

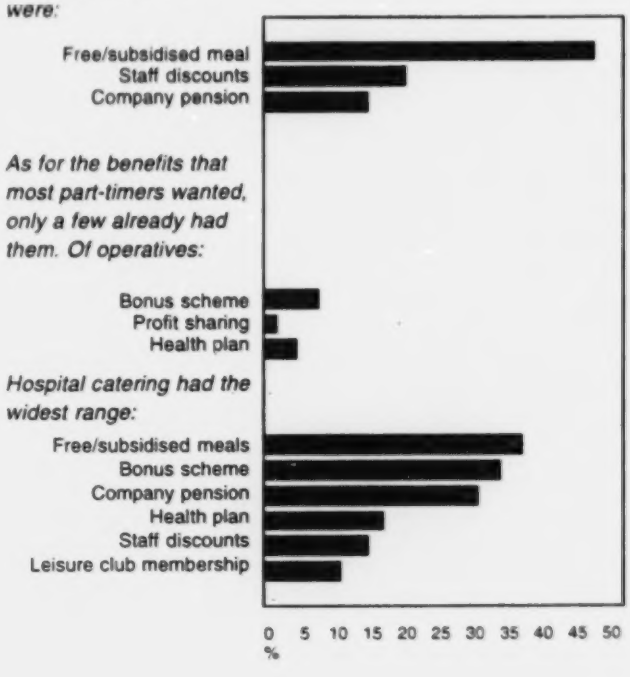


Table 4.13

Part-time respondents: entitlement to benefits or perks in current job by occupational level and sector

	Occupational level			Sector			
	Operatives %	Crafts people %	Supervisors & managers %	Restaurants %	Pubs %	Education catering %	Hospital catering %
Bonus scheme	8	21	14	10	–	2	33
Profit sharing	2	14	5	3	10	1	1
Company pension	12	21	28	3	7	22	30
Health plan	5	4	7	–	–	7	17
Free/subsidised meals	46	49	44	55	41	53	36
Live-in accommodation	1	–	5	–	2	–	3
Staff discounts	21	23	16	48	12	7	15
Leisure/social club membership	5	13	9	–	10	14	11
Free/subsidised holidays	3	7	2	7	–	7	3
Childcare vouchers	–	–	2	–	–	–	–
Workplace nurseries	1	–	2	–	–	4	1
No. of respondents	270	44	43	66	81	58	72

1 Only 5 respondents were managers

2 Hotels and contract catering omitted, only 24 and 22 respondents respectively

Base: part-time respondents

Full-time respondents

Hospital catering had the most full-time respondents receiving a pension (72% compared to just 5% in restaurants) and benefiting from a bonus scheme (39%, compared to 7% in restaurants). The only area where restaurants took the lead was staff discounts, which 64% of respondents received *(Table 4.14)*.

Hotels had a wide spread of benefits covering all but childcare vouchers and workplace nurseries. It also had the most respondents in a profit sharing scheme, 22%.

Managers took the lead with most benefits, and enjoyed a wide range. Operatives were not far behind on staff discounts (37% compared to 38% of managers), and in front on leisure/social club membership (20% received) and free/subsidised holidays (15%).

Live-in accommodation was provided to 23% of all respondents in hotels. In pubs, 74% of respondents received free/subsidised meals.

What benefits employers offered full-timers

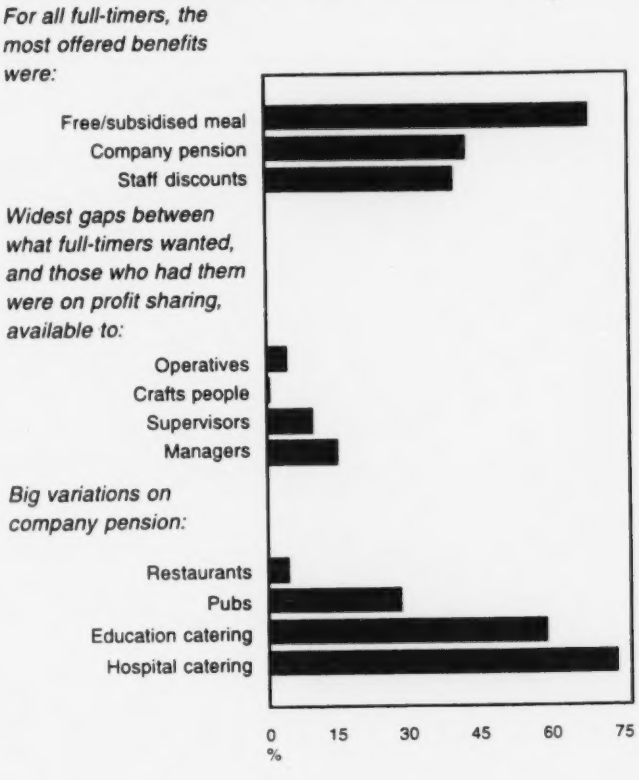


Table 4.14

Full-time respondents: entitlement to benefits or perks in current job by occupational level and sector

	Occupational level				Sector					
	Operatives %	Crafts people %	Supervisors %	Managers %	Hotels %	Restaurants %	Pubs %	Contract catering %	Education catering %	Hospital catering %
Bonus scheme	8	18	14	26	14	7	13	11	7	39
Profit sharing	5	1	10	15	22	2	7	7	5	2
Company pension	34	28	47	56	44	5	28	53	58	72
Health plan	12	14	18	26	23	18	10	17	14	22
Free/subsidised meals	60	72	63	75	75	68	74	61	73	43
Live-in accommodation	14	16	17	19	23	11	23	1	16	14
Staff discounts	37	31	47	38	50	64	31	23	10	28
Leisure/social club membership	20	8	22	14	39	2	4	1	29	20
Free/subsidised holidays	15	6	10	11	29	9	4	9	7	6
Childcare vouchers	–	–	–	1	1	–	–	1	–	–
Workplace nurseries	–	1	1	6	2	–	–	–	4	8
No. of respondents	176	106	170	160	131	94	160	41	70	97

Base: full-time respondents

How heard about current job

Respondents were asked how they had heard about their present job (if they were not previously working in the same establishment). They were instructed to tick one box from the 12 provided (which included other).

For all respondents, the most frequently mentioned methods were:

- through a friend/relative who worked in the establishment – 28%
- local paper – 19%
- by directly approaching the establishment through a personal visit or phone call – 13%
- internally – 11%
- Jobcentre – 11%

A further 5% of respondents (40% of whom were managers, 25% supervisors and 26% operatives) used the space provided in other to say they were head-hunted by an employment agency, or they were directly approached by their new employer (or poached).

No one found out about their job from a notice in the window of the establishment concerned, and only six respondents from a notice in a local shop window (these are omitted from the tables that follow).

Employment status and age

For all part-timers, word of mouth (friends/ relatives) was the most mentioned, by 42%, followed by local papers, 17% *(Table 4.15)*.

Full-time respondents had mostly heard through the local paper (21%) and friends/ relatives (20%).

Almost half of all under 20 year olds (46%) had heard through a friend/relative. This was also the most mentioned method for the 20 to 29 year olds (by 23%), although the same percentage mentioned the local paper.

Only 10% of the under 20 year olds had heard about their job through school or college.

Table 4.15
How heard about current job by sex, employment status and age

	All	Male	Female	Part-time	Full-time	Age group			
						Under 20	20 to 29	30 to 39	+40
	%	%	%	%	%	%	%	%	%
Friend/relative	28	24	30	42	20	46	23	25	33
Internally	11	11	11	9	12	8	10	17	11
Direct approach	13	12	13	13	12	15	15	10	11
Local paper	19	19	19	17	21	10	23	18	19
National paper	3	3	3	2	4	–	2	4	6
Trade journal	4	6	2	–	5	4	3	4	4
Jobcentre	11	9	12	9	12	1	14	8	13
Recruitment agency	3	5	1	1	3	2	2	6	–
School/college	2	3	2	2	3	11	2	1	1
No. of respondents	956	336	622	367	610	98	413	197	247

Base: all respondents

Full-time respondents

As indicated, full-time respondents made more use of the printed media. The local paper was the most mentioned source by supervisors (27%) and used by similar proportions of crafts people and operatives *(Table 4.16)*.

The local paper was a well-used source in restaurants and education catering. In hotels the direct approach was equally used, and Jobcentres most used, by 24%.

Friends/relatives were important in all sectors, particularly in restaurants where 31% of respondents had heard of their job in this way.

Internal advertisements were important sources in hospital and contract catering – understandably as many operations in these sectors are part of a larger organisation (e.g. the National Health Service).

How full-timers had heard about current job

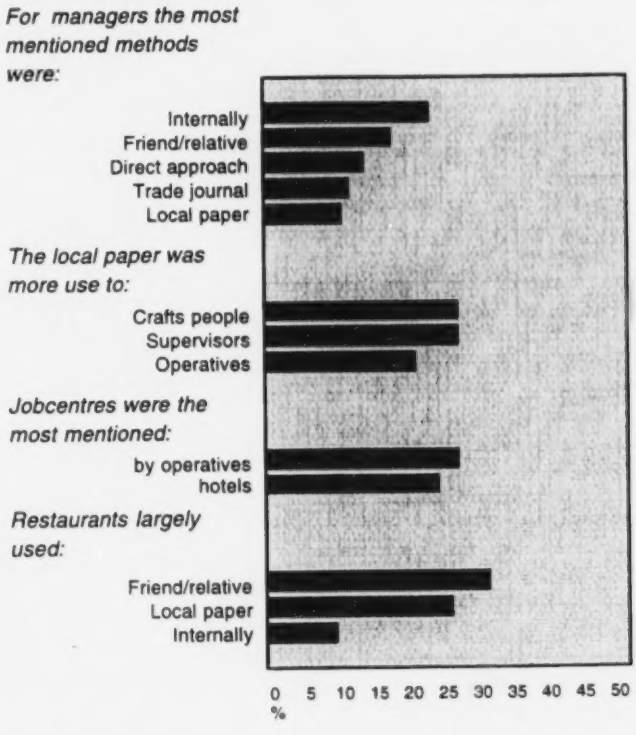


Table 4.16

Full-time respondents: how heard about current job by occupational level and sector

	Occupational level				Sector					
	Operatives %	Crafts people %	Supervisors %	Managers %	Hotels %	Restaurants %	Pubs %	Contract catering %	Education catering %	Hospital catering %
Friend/relative	20	27	17	18	15	31	17	22	21	23
Internally	8	9	10	23	5	10	7	23	16	24
Direct approach	10	15	12	14	18	5	20	6	7	7
Local paper	21	27	27	11	18	26	18	16	29	20
National paper	3	2	7	3	5	–	2	4	7	5
Trade journal	5	2	2	12	4	2	6	4	9	8
Jobcentre	27	8	8	3	24	7	10	17	5	7
Recruitment agency	2	4	4	4	2	2	6	–	4	3
School/college	1	3	5	–	2	5	4	1	1	1
No. of respondents	177	103	168	152	124	87	163	40	70	95

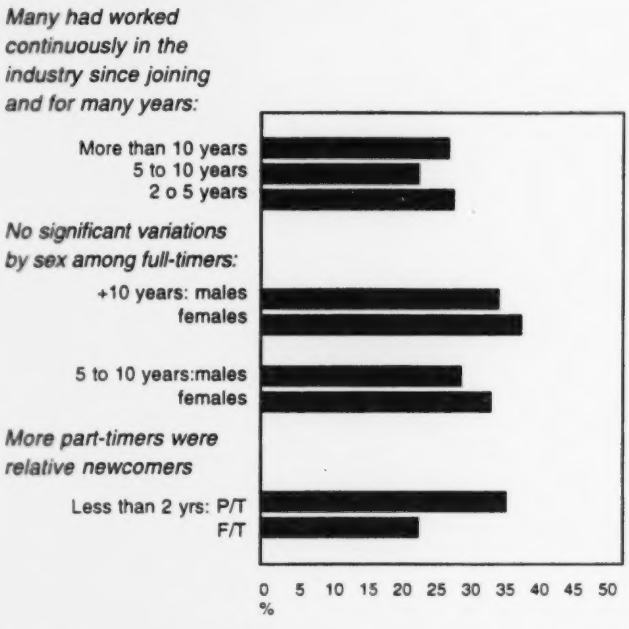
Base: full-time respondents

PREVIOUS CAREER

Respondents were asked about their previous career through two lines of questioning:

- in relation to their overall career, by asking when they began working in the catering and hospitality industry, whether or not they had worked continuously in the industry since then, and if not how long in total they had spent outside the industry and what they were doing during the last period of time spent outside it;
- in relation to their current job, by asking what they were doing immediately before they started it, and how many employers in the catering and hospitality industry they had worked for in the three years before the survey, including their present employer.

Commitment to the industry


Many had worked continuously in the industry since joining and for many years:
More than 10 years
5 to 10 years
2 o 5 years
No significant variations by sex among full-timers:
+10 years: males
females
5 to 10 years:males
females
More part-timers were relative newcomers
Less than 2 yrs: P/T
F/T
0 5 10 15 20 25 30 35 40 45 50
%

Overall career

A very high proportion of respondents (85%) had worked in the catering and hospitality industry continuously since first joining it *(Table 4.17)*. Over half, had done so for over five years. One-quarter of respondents had worked in the industry for less than two years, of these 29% were under 20 years of age.

Of part-time respondents, 88% had worked continuously in the industry, while 40% had worked in the industry for more than five years.

Half the over 40 year olds and 42% of those aged 30 to 39 had at least ten years' service.

Table 4.17

Respondents who had worked continuously in the industry since first joining, by employment status, sex and age and length of time in industry

		All	Part-time		Full-time		Age group			
			Male	Female	Male	Female	Under 20	20 to 29	30 to 39	+40
Worked continuously in industry	%	85	95	87	88	83	94	85	81	86
	No.	831	55	261	241	274	89	364	166	227
Period in industry since joining		%	%	%	%	%	%	%	%	%
Less than 2 years		27	47	33	22	21	74	26	21	14
2 to 5 years		27	26	25	17	21	21	24	20	19
5 to 10 years		22	13	21	28	32	5	40	18	18
+ 10 years		26	14	21	33	26	1	11	42	49
Total		100	100	100	100	100	100	100	100	100

Part-time respondents

All the part-time respondents in hospital catering had worked continuously in the industry since joining, many for over five years *(Table 4.18)*.

The higher the occupational level, the longer the time respondents had spent in the industry. One-quarter of operatives had between two and five years' service, 39% less than two years.

Part-timers commitment to the industry

Most operatives had under five years' continuous service in the industry:

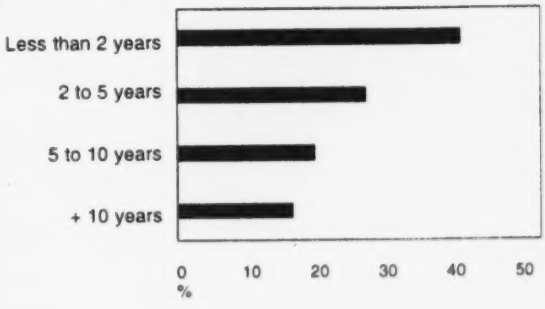


Table 4.18

Part-time respondents who had worked continuously in the industry since first joining, by occupational level and sector

		Occupational level			Sector[2]			
		Operatives	Crafts people	Supervisors & managers[1]	Restaurants	Pubs	Education catering	Hospital catering
Worked continuously in industry	%	89	86	95	80	93	91	100
	No.	240	38	41	53	75	53	73
Period in industry since joining		%	%	%	%	%	%	%
Less than 2 years		39	35	15	68	28	21	27
2 to 5 years		26	20	24	20	31	13	33
5 to 10 years		19	13	27	4	18	21	21
+ 10 years		16	32	34	8	23	46	20
Total		100	100	100	100	100	100	100

1 Only 5 were managers

2 Hotels and contract catering omitted, only 12 and 14 respondents respectively

Base: part-time respondents

Full-time respondents

As with part-timers, hospital catering had the highest proportion of respondents who had worked continuously in the industry since joining: 94%. Rather more had stayed longer: 53% had spent over ten years in the industry, compared to 20% of part-timers, and only 2% had less than two years' service compared to 14% of part-timers *(Table 4.19)*.

In restaurants 90% of respondents had been in the industry since joining, but for 45% of these it had been less than two years (reflecting the younger age profile of that sector). Pubs had a fairly even spread, 24% had less than two years and 27% more than ten years.

Managers had clearly worked their way to the top through experience, 9% had less than two years, 52% more than ten years. One-third of crafts people and 38% of supervisors had spent five to ten years in the industry, but the proportions with longer service decline, presumably because of promotion to a higher level.

Full-timers commitment to the industry

Restaurants had the highest proportion with less than two years' continuous service in the industry:

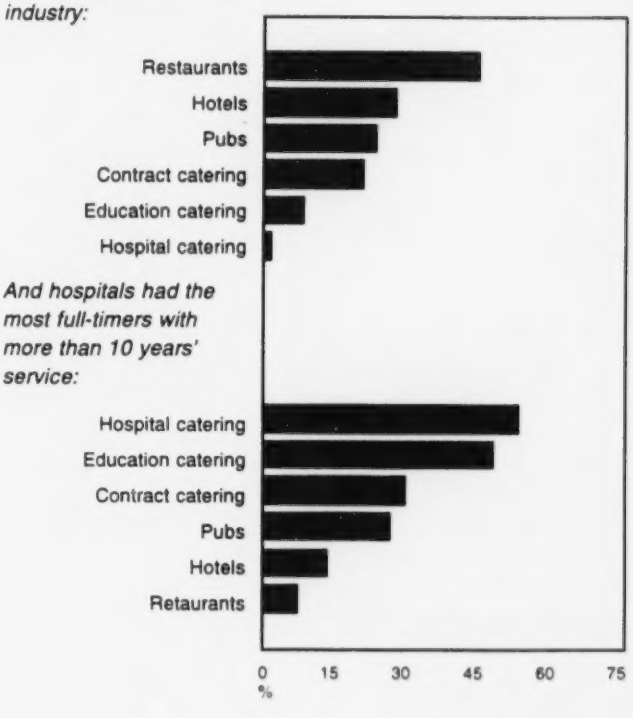


Table 4.19

Full-time respondents who had worked continuously in the industry since first joining, by occupational level and sector

		Occupational level				Sector					
		Operatives	Crafts people	Supervisors	Managers	Hotels	Restaurants	Pubs	Contract catering	Education catering	Hospital catering
Worked continuously in industry	%	84	87	85	86	83	90	79	80	83	94
	No.	147	92	144	138	109	85	127	33	58	91
Period in industry since joining		%	%	%	%	%	%	%	%	%	%
Less than 2 years		40	26	10	9	28	45	24	21	9	2
2 to 5 years		24	21	23	10	23	28	15	25	17	19
5 to 10 years		21	32	38	29	35	20	33	23	26	27
+ 10 years		16	20	29	52	14	8	27	30	48	53
Total		100	100	100	100	100	100	100	100	100	100

Base: full-time respondents

Previous situation

Almost a quarter (24%) of all respondents were working in the same sector of the catering and hospitality industry before beginning the job they had at the time of the survey, and 19% had come from another sector of the industry.

A further 15% of respondents came from full-time education, of which 36% were aged under 20. Equally significant sources were the unemployed (14%) and other industries (also 14%).

Employment status, sex and age

About half of respondents working full-time had come from another industry employer (53%), and 26% of part-time respondents *(Table 4.20)*. Male full-time respondents mostly came from the industry (59%), including 37% from the same sector, compared to females: 48% and 24% respectively. For part-timers, 20% of males and 10% of females came from another sector of the industry, and 22% of males and 12% of females from the same sector.

Previous situation

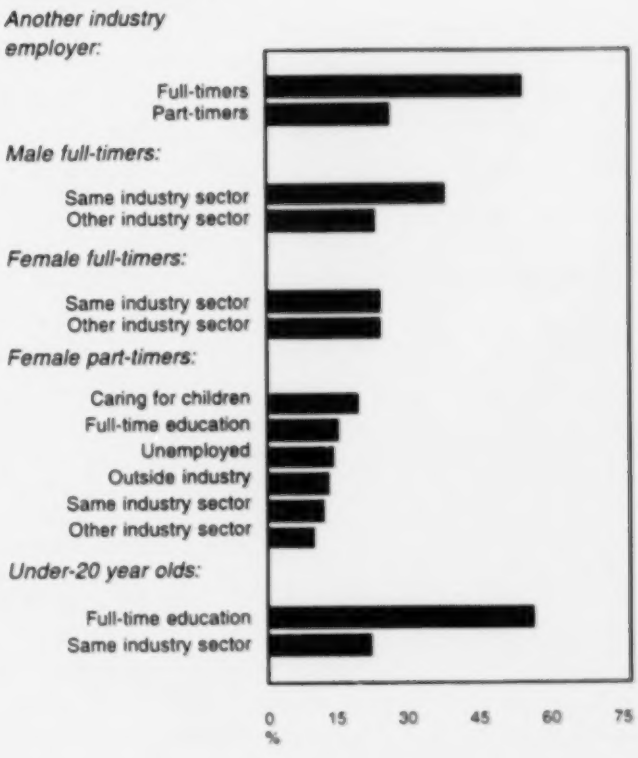


Table 4.20
Situation immediately prior to current job, by employment status, sex and age

	All	Male		Female		Age group			
		Part-	Full-	Part	Full-	Under 20	20 to 29	30 to 39	+40
	%	%	%	%	%	%	%	%	%
Same industry sector	24	23	37	12	24	22	24	24	22
Other industry sector	19	21	23	10	24	4	22	24	18
Employed outside industry	14	16	10	19	13	10	12	14	21
Full-time education	15	26	11	15	17	55	20	3	2
Maternity leave	2	–	–	4	1	–	1	3	1
Caring for children	8	1	–	19	5	2	3	12	14
Caring for other family	1	–	–	3	1	–	1	–	4
Unemployed	13	9	17	14	11	7	14	15	13
Ill health	–	–	–	1	–	–	–	–	1
Travelling	1	–	2	–	2	–	3	1	0
No. of respondents	958	58	273	297	331	98	420	198	258

Base: all respondents

Operative and craft level respondents

Similar proportions of operatives came from the same industry sector (18%), another industry (18%) and full-time education (17%).

Crafts people were more likely to come from catering and hospitality: 22% came from the same sector and 32% from another sector.

In food preparation and cooking and food and drink service, many of the skills at operative and craft level are common to all sectors of the industry. Of those respondents working at these levels in food preparation and cooking, 27% had previously been in the same sector, and 14% of those in food and drink service.

Part-time respondents

No source was particularly significant for part-timers, 25% came from the industry (about half of these from the same sector), and 21% had been caring for children, family or on maternity leave *(Table 4.21)*. Most of those in the latter group, were employed in education catering (42%), hospitals (25%) and restaurants (20%).

Previous situation of operative and crafts people

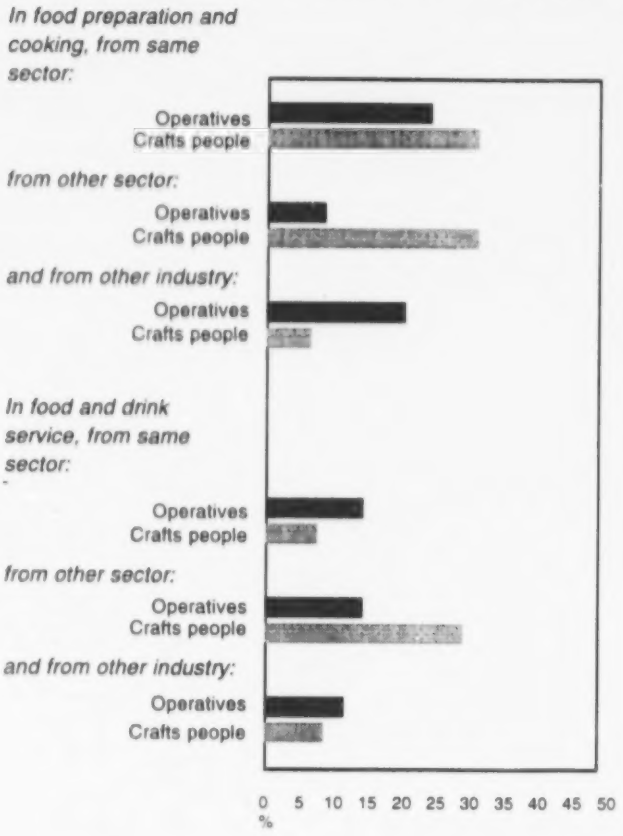


Table 4.21

Part-time respondents: situation immediately prior to current job, by sector

	Same industry sector %	Other industry sector %	Employed outside industry %	Full-time education %	Maternity/ caring for children/family %	Unemployed/ ill health/ travelling[2] %	Number of respondents
All respondents	13	12	18	18	21	17	364
Sector in now[1]							
Restaurants	17	9	17	38	20	–	66
Pubs	10	20	20	18	12	18	83
Education catering	12	10	17	3	42	18	60
Hospital catering	12	5	22	12	25	25	77

1 Hotels and contract catering omitted, only 24 and 20 respondents respectively

2 Includes other

Base: part-time respondents

Full-time respondents

Pubs had the highest proportion of full-time respondents coming from the same sector (30%), and hotels had 27%.

Most full-time managers (44%) had come to their present job from the same industry sector. Supervisors were as likely to come from the same sector as another sector of the industry *(Table 4.22)*.

Table 4.22
Full-time supervisors and managers: situation immediately prior to current job, by sector

	Same industry sector %	Other industry sector %	Employed outside industry %	No. of respondents
Supervisors: all	28	23	17	160
Supervisors in hotels	33	29	14	42
Supervisors in pubs	25	21	21	48
Managers: all	46	22	8	153
Managers in hotels	69	9	9	32
Managers in pubs	55	8	8	49

Base: full-time supervisors/managers

Number of industry employers in last three years

Around half of all respondents (53%) had worked for the same employer in the three years before the survey. Only 4% had worked for more than three employers in this time. (The questionnaire asked respondents to identify if they had worked for 1 to 3 employers, 4 to 6 employers, etc.)

Time spent outside the industry

As reported above, when examining what respondents were doing immediately before their current job, 15% came from full-time education, and 14% from another industry. Taking a longer view of respondents' careers, 13% of all respondents had left the industry at some stage since first joining it.

Of the respondents who had left the industry and returned, 22% had been studying and 35% had been working in another industry on the last occasion they left the industry.

The total period of time spent outside the industry since first joining was less than two years for half the respondents who had left. (The small numbers involved – 131 respondents had left the industry since first joining – make further analysis impractical.)

SUMMARY

A majority of respondents worked at operative level. The breakdown by occupation level and employment status was:

- operatives – 46%, of whom 56% were part-time
- craft persons – 15%, of whom 28% were part-time
- supervisors – 22% of whom 17% were part-time
- managers – 17%, of whom 3% were part-time.

In terms of occupational areas, the largest proportion of respondents worked in:

- food and drink service – 39%, of whom 57% were operatives
- food preparation and cooking – 26%, of whom 38% were operatives and 29% craft.

More research needed on the use of casuals

The number of casuals participating in the study was too small (3% of all part-timers) to warrant separate analysis. This, and the fact it has not been possible to include casuals in HCTC estimates of industry employment until now, makes it is difficult to judge whether employers are making greater use of casuals in preference to engaging more part-time or full-time staff.

Sex: how the sample broke down

The majority of male respondents (83%) worked full-time, women were more evenly divided between full-time and part-time work (52% and 44% respectively).

There were nearly twice as many female respondents as male working at operative level: 55% compared to 29%. At other occupational levels, female respondents were outnumbered.

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Responsibility at a young age

The survey substantiates the view that employees reach senior positions at an early age in hospitality and catering:

- 57% of all supervisors were aged 20 to 29, and 63% of full-time supervisors
- 43% of all managers were aged 30 to 39, and 42% of full-time managers.

Age profile varies between sectors

The majority of those aged over 40 were working in education and hospital catering, many on a part-time basis. Pubs had a wide cross section of ages, 58% were aged 20 to 29, and 14% over 40. Restaurants mostly attracted young employees, 76% were aged under 30.

As Table 2.4 (Section 2) indicates, it would require a survey on several times the scale of this one to enable reliable comparisons of views of managers or supervisors, for example, by their sector and age.

Part-timers make substantial input

Most part-timers worked more than 17 hours per week on average. In education and hospital catering the average (mean) was 22 hours per week, and comparatively few employees worked less than eight hours per week: one in five operatives did so, mostly in restaurants and pubs.

Greater responsibility means longer hours for full-timers

Managers worked the longest hours: 30% worked more than 60 hours per week. In pubs, 45% of managers worked more than 60 hours, but 25% worked less than 39 hours per week. Few managers were paid overtime.

More than half the operative and craft level employees worked 39 hours or less, but these hours were likely to be extended with paid overtime.

Not much on tips

Less than 10% of the respondents admitted to receiving some proportion of their pay in tips. An even smaller proportion, 7%, received some other form of payment (e.g. service charge, bonus, profit sharing), but 20% of operatives did so.

In food and drink service, only 17% of respondents admitted to receiving tips, and 12% service charge, etc.

Employees with long service form sizeable core workforce

As might be expected, given previous research and commentary on the industry's high levels of employee turnover, there was a significant proportion of respondents with a short period of service with their current employer: nearly half of respondents had worked for their current employer for less than two years.

Closer investigation of the data from this survey reveals that much of the turnover was among the younger respondents, particularly the 20 to 29 year olds who were moving to gain experience and promotion.

Less expected, perhaps, was the size of the core workforce, 29% of all respondents had been with their current employer for more than five years, and 37% of all females.

The older respondents had the longest service. Of those over 40, 64% of part-timers and 59% of full-timers had been with their current employer for more than five years.

Commitment to the industry, the over 40 year olds

Of the full-timers aged over 40 who had more than five years service with their current employer, 86% had worked continuously in the industry since they first joined it. Before their current job:

- 54% had worked in the same or another sector of the industry
- 23% had worked in another industry
- 8% had been caring for children or other family.

Moving on to gain experience and promotion, the 20 to 29 year olds

The 20 to 29 age group of full-timers generally had a shorter length of service, moving more frequently within the industry to gain experience and promotion (discussed in Section 3):

- 88% had worked continuously in the industry since they first joined it
- 51% had previously worked in the same or another sector of the industry.

Moving on in pubs and restaurants

In pubs over 70% of full-time respondents aged 20 to 29 had less than two years' service. Many of those in this age group were supervisors and managers – over 60%.

Restaurants had a smaller proportion of full-time respondents in this age group: 44%. Although the sample size was small, nearly half of these (46%, mostly crafts people and supervisors) had between two and five years' service. What seems to have brought down the average length of service in restaurants was the small proportion of respondents aged over 40 (only 5%), who generally were the long stayers.

Moving on in pubs and restaurants explained

Pubs and restaurants had high average rates of annual staff turnover: 34% and 35% respectively in 1991/92[1]. But these levels may have reflected the younger age and the career ambitions of employees attracted to those sectors, rather than lack of job satisfaction:

- pubs had the highest level of satisfied respondents (Section 3), but relatively short-serving staff: 47% of part-timers and 55% of full-timers had been with their employer less than two years, and 40% less than one year. However 68% of all respondents in pubs were aged under 30 (the age group most likely to move)
- restaurants had relatively high levels of job satisfaction and short-serving staff: 45% of part-timers and 23% of full-timers had less than one year's service. But 32% of all respondents in restaurants were aged under 20 and 43% between 20 and 29.

Long service without promotion

Three-quarters of respondents had always held the same position with their current employer Of these, 24% had been with that employer for more than five years, 28% for between two and five years, and 48% for up to two years.

Those who had been in the same position for more than two years were mostly at supervisory level (31%), and at management level (29%).

A change of position had not meant promotion for 13% of the respondents who had moved with the same employer, a quarter of whom had moved more than twice.

In the kitchen

In food preparation and cooking, where job changes without promotion are an important means of getting experience, e.g. from the pastry section to the larder, 66% of respondents had changed jobs twice with their current employer and 34% more than twice. In the same area, 26% of respondents had been promoted, e.g. from commis chef to section chef (chef de partie).

1 *Employment flows in the catering and hospitality industry*, HCTC, 1994

Promotion: expectations and actuality

Some 39% had been promoted by their current employer within the last 12 months before the survey. Of these 67% considered promotion in their current job was important (Section 3).

Respondents who tended to change jobs most frequently were in the 20 to 29 year old age group. This was also the age group with the lowest level of general job satisfaction. Only 43% had been in their current job for more than two years. During their time with their present employer, 26% had been promoted.

Although one-in-five contract catering respondents were dissatisfied with status and job security, some 27% of respondents in this sector had been with their employer for more than five years, and 21% had been promoted.

Promotion and the over 40 year olds

Around half the full-time respondents with the longest length of service, the over 40 year olds, had changed position: 16% had changed jobs one or more times, and 25% had been promoted.

Who was promoted

Full-time supervisors had the highest incidence of promotion: 50% had been promoted, 36% of whom had been promoted within the last year. Managers followed, with 45% who had been promoted, while 25% of crafts people had been promoted.

Overall balance on male/females not changing position hides variations on promotion

There was no significant difference between sexes in the proportion of respondents who had held the same position since joining their current employer: 69% of male full-timers had done so compared to 65% of females. In the important years for promotion (age 20 to

29), exactly the same proportion of male and female full-timers had held the same position, 63%.

Among the full-timers, more female than male crafts people, supervisors and managers had been promoted. This balance in favour of females occurred in hospital catering, pubs and restaurants. In hotels and education catering more males were promoted.

More on female full-time managers and promotion

Although a higher proportion of full-time female managers had been promoted by their current employer (48% compared to 35% of males), they were less satisfied on the opportunities for promotion, and related features of their job:

opportunities for promotion – 21% of females were satisfied, 49% of males

opportunities for training – 47% of females were satisfied, 51% of males

opportunities for qualifications – 43% of females were satisfied, 56% of males

status – 74% of females were satisfied, 87% of males

Traditional perks of industry still strong

Free or subsidised meals was the most common benefit received by respondents, 59% of whom 63% were in food preparation and cooking and food and drink service. The relatively low level of respondents who benefited from a bonus or profit sharing scheme ties up with the low levels of satisfaction about perks (Section 3).

Generally more full-time managers enjoyed benefits than any other occupational level. Even the provision of free/subsidised meals and live-in accommodation appears to remain an important part of managers' overall remuneration, with 75% receiving the former and 19% the latter.

While employees continue to benefit from the traditional perks of the industry: free or subsidised meals and accommodation, many are also sharing the add-on attractions developed to keep pace with customer expectations: leisure or social club facilities. In hotels, 39% of full-timers had membership of the leisure club, and 29% free or subsidised holidays (e.g. staff discounts when staying in hotels in the same group or associated with the company).

The gap between what employees wanted and what they received

Many part-timers (including those with long service) wanted the benefits more usually associated with full-time positions: profit sharing or a bonus scheme, pension and health plan. At the most, 15% received one of these benefits (pension) and these respondents were largely in education or hospital catering.

Only a few respondents received childcare vouchers or could make use of workplace nurseries. The former was identified as the most valued additional benefit by 14% of female part-timers and 10% of female full-timers.

The power of word of mouth

Friends or relatives (word of mouth) played a key role in alerting respondents to job vacancies. For the under 20 year olds, 46% had learnt of their job in this way. Direct approaches had been successful for 20% of full-time respondents in pubs and 18% in hotels. Those aged under 29 were the most likely to use this method (15% had done so).

Advertisements in local and national newspapers and trade journals were more important when results are analysed by occupational level, with 30% of supervisors mentioning them, 24% of managers and 29% of crafts people.

The industry's powerful hold

A very high proportion of respondents (87%) had worked in the catering and hospitality industry continuously since joining it, and 29% had worked in the industry for more than five years.

Few over 40 year olds were newcomers to the industry: only 14% had been in the industry for less than two years, while 49% had more than ten years service.

Managers had substantial commitment to, and experience in the industry: 86% of full-time managers had worked continuously in the industry since joining, and half of these had done so for more than ten years.

One-third of the full-time crafts people who had been continuously in the industry since joining, had between five and ten years' experience. In this time some will have been promoted from operative level, but few, it seems, to supervision or management (56% of full-time crafts people regarded opportunities for promotion as important, and 44% were dissatisfied in this regard).

Managers specialise in one sector

The majority of managers came from the same sector: 45% of all full-time managers, 56% of those in pubs and 67% of those in hotels.

And three mini profiles

Those who had previously worked in another industry (14% of all respondents) were mostly:

- in the 20–39 year old age group – 72%
- working full-time at the time of the survey – 88%
- working in the commercial sectors – 65%
- at supervisory level – 54%.

Those who had been studying (15% of all respondents) were mostly:

- under 30 years old – 91%
- at operative level – 42%, but 31% were in management and 48% were qualified at degree level or higher
- intending to work in a different industry in a year's time – 55%.

Those who had been caring for family (9% of all respondents) were all women and mostly:

- at craft or operative level – 65%
- part-time – 60%
- in pubs and restaurants – 45%, while 32% were in education catering and 21% in hospital catering.

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This section reports on the induction and job-related training that respondents received, to what extent it helped them do their job, and what other benefits the training provided in relation to their career, job satisfaction and earnings.

It then looks at the qualifications respondents held, and how valuable they considered them in terms of their current job. Those qualifications respondents were more likely to have gained at school and subsequently on a full or part-time course at a catering college are dealt with first.

Next, respondents' awareness and take-up of National and Scottish Vocational Qualifications are examined. NVQs and SVQs had been launched in the catering and hospitality industry in January 1992, two years before the survey, and provided for the first time a comprehensive route to qualifications through experience gained on the job or in a realistic work environment at a college. (Although Caterbase shared many of the characteristics of NVQs/SVQs, it only covered operative and craft level.)

PROVISION OF TRAINING

Around half the respondents (48%) said they had undergone induction training when they started work with their present employer. When asked whether they had received any training (other than induction training) since finishing full-time education, or were currently undertaking any training for the type of work they currently did, 45% said yes.

Although these overall percentages give a rather poor picture of the industry's training effort, there were some notable variations. For example, 61% of those in hotels had induction training, and 55% of all full-timers had received job-related training.

It is possible that some respondents excluded training they had received in fire safety, for instance, because they did not see a direct link to the type of work they were doing. On the other hand, the open timescale of the question should have captured training which occurred even at the start of a respondent's career.

Induction training

In restaurants and hospitals, similar proportions of part-timers and full-timers had received induction training, around 44% and 49% respectively. In other sectors, full-timers were more likely to have had induction training with the most occurring in hotels, 65% *(Table 5.1)*.

Overall, supervisors were the most likely to have had induction training (59%). Much of this training effort occurred in pubs.

Education catering appeared to pay the least attention to induction training, with only 19% of part-timers and 31% of full-timers receiving training.

Those with more than five years' service with their current employer had the least training, only 38%. Some respondents in this group may have forgotten that they had induction training five or more years ago. It is also possible that more employers are now providing induction training, but this would not explain why the most induction had occurred among respondents with two to five years' service, 56% compared to 46% of those with one to two years.

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Provision of induction training

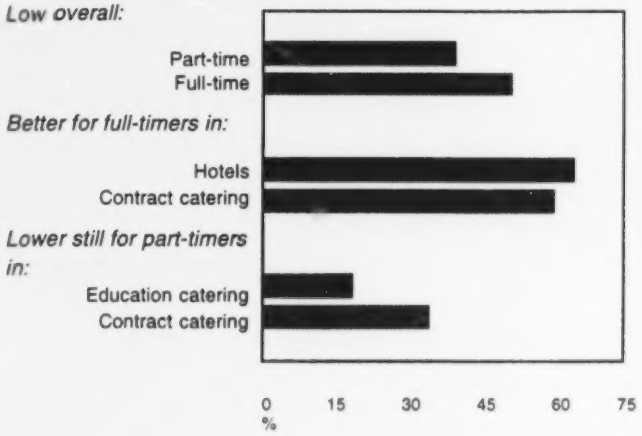


Table 5.1

Induction training provided when starting current job, by sector of the industry

		All	Hotels	Restaur-ants	Pubs	Contract catering	Education catering	Hospital catering
All	%	48	61	44	53	52	25	49
	No.	924	154	155	245	62	131	177
Part-time	%	40	39	45	47	35	19	49
	No.	334	24	66	83	20	61	80
Full-time	%	52	65	43	56	61	31	49
	No.	590	130	89	162	42	70	97
Occupational level								
Operatives	%	45	56	50	51	42	23	49
	No.	416	64	81	87	29	71	84
Crafts people	%	41	82	24	48	47	29	49
	No.	144	12	36	44	9	17	26
Supervisors	%	59	66	55	58	67	29	37
	No.	179	46	23	60	11	23	36
Managers	%	55	57	43	57	70	31	69
	No.	157	32	15	52	12	18	28
Length of time with current employer								
Less than 1 year	%	51	73	46	52	36	27	50
	No.	245	43	51	97	17	17	20
1 to 2 years	%	46	63	37	39	60	28	50
	No.	136	28	40	25	9	13	21
2 to 5 years	%	56	64	52	58	58	31	64
	No.	275	56	49	73	18	33	46
+ 5 years	%	38	38	29	55	54	22	41
	No.	251	25	15	42	15	67	87

Base: respondents in sector indicated, e.g. full-time in hotels

Other job-related training during working career in the industry

Part-timers were the least likely to have had job-related training, only 23% of operatives (who made up the bulk of part-timers). There was no significant variation in incidence of training between male and female operatives *(Table 5.2)*.

Twice as many full-timers had received training, 55% overall compared to 26% of part-timers. Male full-timers were more likely than females to have had training.

The proportion of respondents who had received training increased with occupational level: two-thirds of all managers had received some relevant industry training (which might have taken place when they were working at craft or supervisory level), compared to 28% of operatives.

Those working in food preparation and cooking were the most likely to have had job-related training, 35% of part-timers and 63% of full-timers had done so.

Provision of job-related training

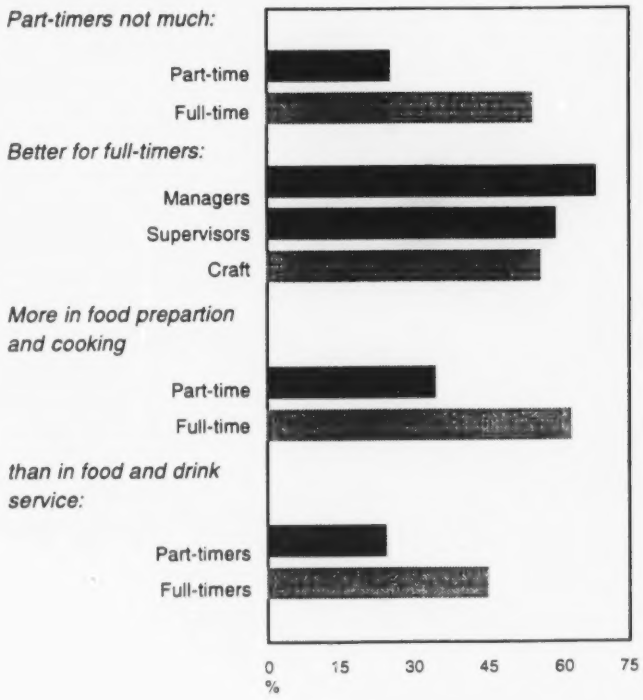


Table 5.2

Respondents who had received job-related training since leaving full-time education by employment status, sex, occupational level and area

	Part-time				Full-time			
	Male %	Female %	All %	No. of respondents	Male %	Female %	All %	No. of respondents
All	23	26	26	330	64	47	55	597
Occupational level								
Operatives	27	22	23	246	44	32	37	169
Crafts people	37	51	48	40	69	45	57	103
Supervisors[1]	–	30	20	44	67	53	60	167
Managers	–	–	–	–	68	64	68	158
Occupational area[2]								
Food preparation & ckg	10	39	35	79	68	52	63	164
Food and drink service	27	39	25	180	62	52	46	180

1 For part-timers, includes 6 managers

2 Housekeeping omitted, only 17 part-time and 19 full-time respondents; reception/portering omitted, only 3 part-time respondents, and 8 male full-time respondents

Base: all respondents

Length of service and time worked in industry

As might be expected, the longer full-time respondents had been with their current employer, the more likely they were to have had job-related training *(Table 5.3)*. However, the proportion who had training only went up by a few per cent each year's length of service:

- 49% of those with less than 1 year service – some of this training will have been provided by a previous employer
- 52% of those with 1 to 2 years' service
- 54% of those with 2 to 5 years' service
- 64% of those with more than 5 years' service.

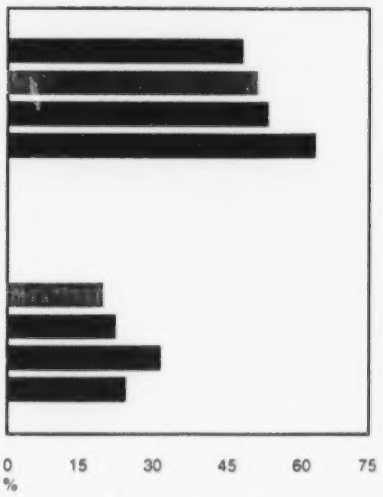
Among part-timers, the proportion who had received training drops from a peak of 32% in the two-to-five-years service group to 25% of those with more than five years.

Part-timers who had spent more than ten years in the industry were also less likely to have had training than those with five to ten years.

There is no apparent explanation for the drop in proportion of full-time respondents who had training among those with two to five years in the industry (37% compared to 65% of those with five to ten years).

Provision of job-related training

For full-timers in the study, the increase in those trained with length of service suggests a few per cent are trained each year:



But the pattern changed for part-timers:

Table 5.3

Job-related training received by length of time with current employer, and since joining industry

	Part-time		Full-time	
	%	No. of respondents	%	No. of respondents
Length of service with current employer				
Less than 1 year	20	92	49	151
1 to 2 years	23	46	52	92
2 to 5 years	32	83	54	199
+ 5 years	25	111	64	164
Length of time since joining industry				
Up to 2 years	20	103	40	113
2 to 5 years	26	75	37	114
5 to 10 years	31	71	65	175
+ 10 years	26	84	62	195

Previous situation

Respondents who had previously worked in another industry, been unemployed or in full-time education, *were less likely to have had job-related training (Table 5.4).*

This does not suggest that employers were providing more training opportunities to those who had been recruited from the catering and hospitality industry. Instead, the gap reflects those respondents who had received job related training with a previous industry employer:

- looking just at that those who came to their current employer from another industry, full-time education, caring for children or family, unemployed, etc, who had mostly joined the industry for the first time, then 36% had received training with their current employer
- whereas, 55% of those recruited from the industry had received training – from their current and/or previous employer(s).

Provision of job-related training

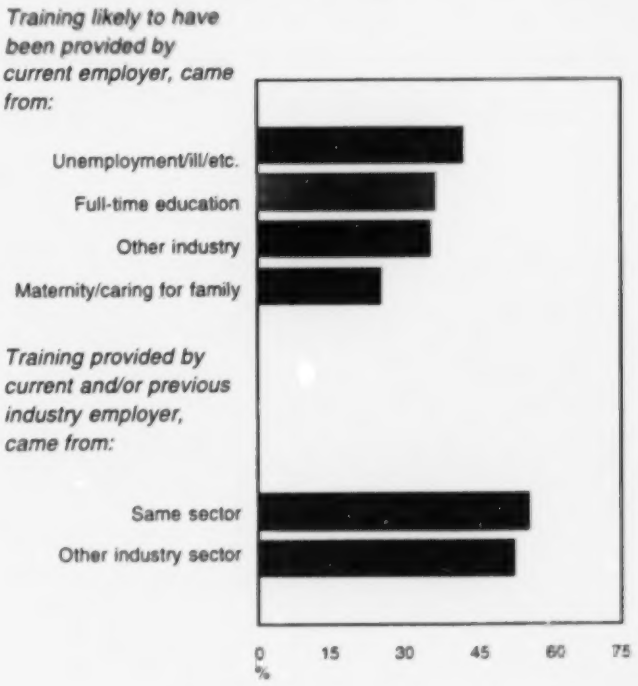


Table 5.4
Job-related training provided at some stage since leaving full-time education, by previous situation

	%	Number of respondents
All	45	943
Situation prior to current job		
Employed in same sector of industry	56	225
Employed in other sector of industry	53	187
Employed in other industry	36	130
Full-time education	37	136
Maternity/caring for family/children	26	103
Unemployed/ill/travelling	43	163

Base: all respondents

Part-timers

There were no significant variations in the incidence of training between sectors for part-timers. The most job-related training occurred in hospital catering, where 33% of part-timers had received training *(Table 5.5)*.

Nor was there much variation between age group of respondents. Just under 30% of those aged 20 to 29 had training. Given that 64% of the over 40 year olds had been with their current employer more than five years, yet only 24% had job-related training, it appears that training of part-timers is not a priority for employers.

Table 5.5
Part-timers: job-related training provided at some stage since leaving full-time education

	All		Operatives	
	%	No.	%	No.
Sector[1]				
Restaurants	24	61	21	51
Pubs	24	71	18	42
Education catering	22	59	18	46
Hospital catering	33	75	31	55
Age				
Under 20 years	20	46	20	43
20 to 29 years	29	103	26	73
30 to 39 years	25	56	19	35
+ 40 years	24	134	23	98

1 Hotels and contract catering omitted, only 23 and 18 respondents respectively

Base: all part-time respondents

Full-timers

About half those in hotels and restaurants had job-related training *(Table 5.6)*. The most training occurred in hospitals (70% of full-timers).

The over 40 year olds (half of whom had more than five years' service) were not particularly well provided for: 52% had received job-related training.

The 20 to 29 year olds were better provided for: 60% of the crafts people in this age group had been trained, and 63% of supervisors.

Provision of job-related training: full-timers

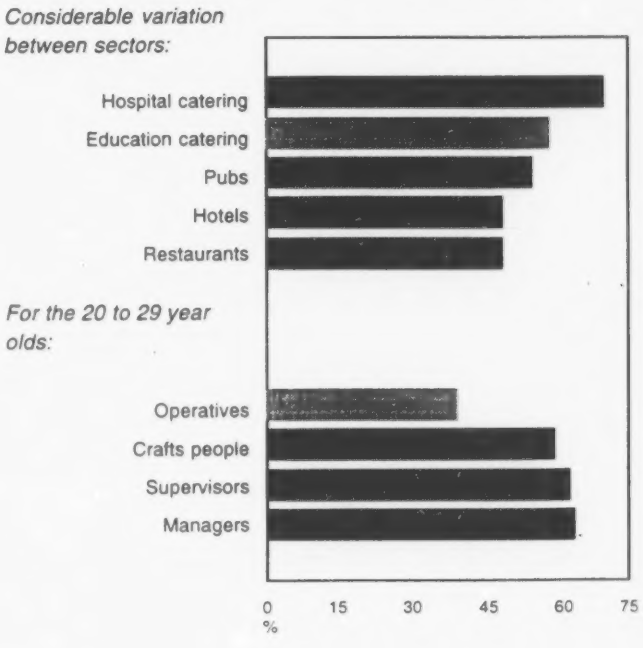


Table 5.6
Full-timers: job-related training provided at some stage since leaving full-time education

	All	
	%	No.
Sector[1]		
Hotels	49	131
Restaurants	49	91
Pubs	55	162
Education catering	59	70
Hospital catering	70	97
Age		
Under 20 years	50	43
20 to 29 years	55	309
30 to 39 years	56	144
+ 40 years	52	115

1 Contract catering omitted: only 39 respondents
Base: all full-time respondents

Perceived effectiveness of job-related training

Those respondents who had received training since finishing full-time education, or were in the process of being trained, were asked to indicate how useful they perceived this training to be, using a five-point scale ranging from not at all useful to extremely useful. An overwhelming majority (96%) indicated it was useful (54% extremely useful, 41% quite useful).

The same group of respondents were asked if the training they had received had been sufficient to allow them to perform their job to a satisfactory level. Again there was a clear majority, 87% answered yes, 5% were unsure and 8% said no.

There were no significant variations between part-timers and full-timers, by occupational level or sex:

- 83 of the 84 part-time respondents who had received training felt it was useful, the other person was neutral
- only three of the part-timers were not sure whether training had helped performance
- 94% of full-time respondents had found training useful (94% of males, 95% of females)
- the full-timers who had not found training useful included 10% of crafts people and 6% of supervisors

Focussing on what respondents had been doing before their current job:

- 86% of those who had come from full-time education found their training useful, compared to 92% of those who come from the same sector and 96% of those who had come from another sector of the industry or outside the industry
- 11% of those who came from the industry said their training had not been sufficient to enable them to perform their job to a satisfactory level (probably because this training had been with a previous employer and was intended to meet different needs); by comparison, 4% of those from another industry said training had not helped performance
- 98% of those who had previously been unemployed, ill, travelling, on maternity leave or caring for children or family found their training useful.

Perceived outcome of job-related training

Respondents who had received job-related training were asked to identify one most beneficial outcome of training for themselves. Five possible outcomes were provided on the questionnaire with space for identifying any other.

The overall results were:

- to enable me to perform my job better – 48%
- to get promotion or a better job – 28%
- to increase my job satisfaction – 9%
- to get a qualification – 9%
- to get an increase in earnings – 6%

Female respondents placed more importance on improved job performance: 53% compared to 42% males; and less emphasis on promotion/better job: 23% compared to 33% of males *(Table 5.7)*. Job satisfaction was also more important to females.

Job performance had a clear lead for part-timers: 60% said it was the most beneficial outcome. For full-timers, 30% said promotion/better job was the main outcome and 44% improved job performance.

Outcome of job-related training

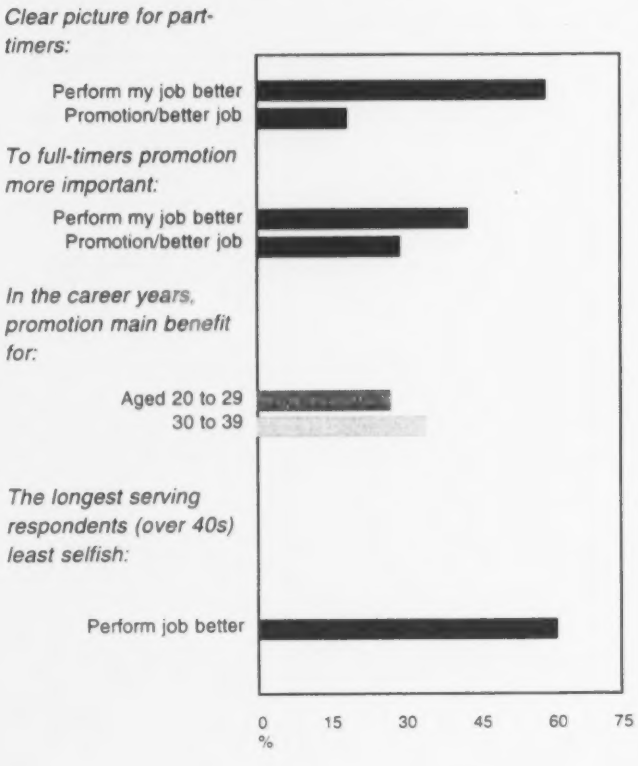


Table 5.7
Most beneficial outcome of training

	Promotion/ better job %	Get qualification %	Perform job better %	Increase in earnings %	Increase in job satisfaction %	No. of respondents
All	28	9	48	6	9	414
Male	33	10	42	8	7	187
Female	23	7	53	4	11	227
Employment status						
Part-time	19	6	60	4	11	83
Full-time	30	10	44	7	8	335
Age group						
Under 20 years	30	9	44	9	5	31
20 to 29 years	28	11	43	8	9	201
30 to 39 years	35	5	44	4	12	94
+ 40 years	19	8	62	5	6	92

Base: respondents who had received job-related training

By occupational level

Of full-time managers – who were the most likely to have had training, see Table 5.2 – 46% felt that improved job performance was the most beneficial outcome of training, while 35% said it had helped them get promotion/better job *(Table 5.8)*.

Promotion/better job was more significant to full-time crafts people: 38% said it was the most beneficial outcome, while 37% mentioned improved job performance. Obtaining a qualification was more important to this group of respondents than any other: 14% compared to 8% of full-time managers.

Improved job performance was the most beneficial outcome for a clear majority of part-time operatives – 71%. Unfortunately these employees were the least likely to have been given training.

Outcome of job-related training

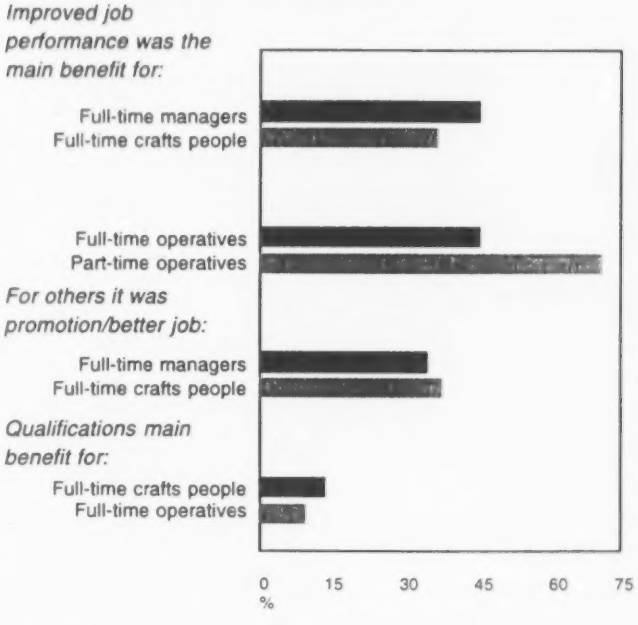


Table 5.8

Most beneficial outcome of training by employment status

	Promotion/ better job		Get qualification		Perform job better		Increase in earnings		Increase in job satisfaction		Number of respondents	
	Part-time %	Full-time %	Part-time %	Full-time %	Part-time %	Full-time %	Part-time %	Full-time %	Part-time %	Full time %	Part-time	Full-time
All	18	30	6	10	61	44	4	7	11	8	82	332
Occupational level												
Operatives	8	17	9	10	71	46	4	19	9	9	54	65
Crafts people	39	38	2	14	33	37	5	6	21	5	19	59
Supervisors	37	29	–	9	59	44	5	4	–	11	9	101
Managers	–	35	–	8	–	46	–	3	–	7	–	108

Base: respondents who had received job-related training

Use made of past experience, skills and abilities in present job

Respondents were asked how much of their past experience, skills and abilities they could make use of in their present job. Six possible answers could be given, ranging from all to none.

Half the respondents (48%) said they could use 'all' or 'almost all' of their past experience, skills and abilities in their present job, 27% 'quite a lot', and 25% 'a little', 'very little' or 'none'.

Over half the male respondents (56%) could use all or almost all of their past experience, skills and abilities in their current position, and 44% of females.

Generally part-timers felt their past experience, etc. less useful than full-time respondents: 31% of part-time operatives could use all or most of their experience, compared to 37% of full-timers. And 22% of part-timers could use very little or none of their experience *(Table 5.9)*.

Past experience was much more important, as would be expected, to supervisors and managers: 70% of full-time managers could use all or almost all, compared to 4% who could use very little or none.

Value of past experience

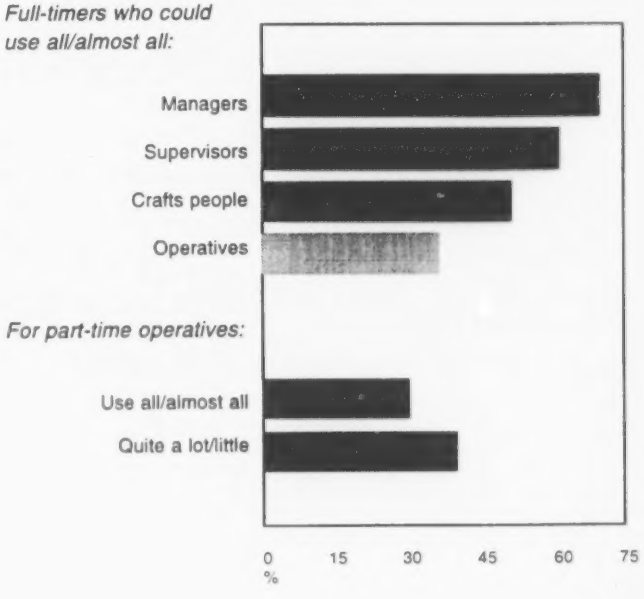


Table 5.9

Use made of past experience, skills and abilities in present job by sex, employment status and occupational level

	All/ almost all		Quite a lot/ a little		Very little/ none		Number of respondents	
	Part-time	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time	Full-time
All	36	55	44	36	20	9	331	586
Male	36	59	42	31	23	10	58	271
Female	37	51	44	40	20	9	273	315
Occupational level								
Operatives	31	37	41	50	22	14	250	170
Crafts people	47	52	32	40	22	8	45	104
Supervisors[1]	50	62	36	20	10	10	42	161
Managers	–	70	–	26	–	4	–	159

1 For part-timers, includes 5 managers

Base: all respondents

QUALIFICATIONS HELD

The questions on qualifications were in two parts. First, respondents were asked to indicate their highest level of academic or general qualification, ticking one box only from a list of eight. Second, respondents were asked to indicate those catering and hospitality qualifications they had attained from a comprehensive list (NVQs/SVQs were dealt with separately).

There was some overlap between the two questions, but this was limited to those respondents whose highest qualification in the first question corresponded with one of the catering and hospitality qualifications they held, for example:

- 66% of respondents who said their highest general qualification was City and Guilds had C&G 706-1 cookery catering series
- 16% of respondents who said their highest general qualification was BTEC National, had a National in Hotel Catering and Institutional Operations.

General qualifications

For most respondents, the highest general qualification was GCSE or equivalent, 26%. A further 10% held A level or equivalent *(Table 5.10)*.

Some 26% had gained a City and Guilds or a BTEC/SCOTVEC National or BTEC First or equivalent – generally these would have been through a college programme, but some may have gained City and Guilds, a First or National at school.

Relatively few respondents, 11%, had gained one of the group of qualifications that certainly involve attendance at a further or higher education establishment: BTEC/SCOTVEC Higher National or equivalent, first or postgraduate degree.

About twice the number of part-time respondents held no qualification compared to those working full-time (e.g. 37% of female part-timers had no qualification, 18% of female full-timers).

Table 5.10
Highest level of general qualification held by sex and employment status

		... Part-time		..... Full-time ..	
	All %	Male %	Female %	Male %	Female %
None	22	6	37	15	18
GCSE/SCE Ordinary	26	35	35	20	22
A level/SCE Higher	10	23	10	9	9
City & Guilds	20	12	8	34	20
BTEC/SCOTVEC National	6	2	5	7	8
BTEC/SCOTVEC Higher	5	12	1	6	7
First degree	5	5	2	4	8
Postgraduate	1	–	–	1	1
No. of respondents	963	60	292	279	328

Base: all respondents

Age

The older respondents were the least likely to have any general qualification: 53% of those aged over 40 had none and 18% GCSE or equivalent *(Table 5.11)*.

Almost all managers held a qualification of some sort: 5% did not, compared to 30% of operatives *(Table 5.12)*.

Pubs had the highest proportion of respondents with a general qualification: only 12% held none, compared to 41% in education catering.

Table 5.11
Highest level of general qualification held by age

	None	GCSE/ SCE O	A level/ SCE H	City & Guilds	BTEC/SCOTVEC National	BTEC/SCOTVEC Higher	First degree	Post-graduate	Number of respondents
	%	%	%	%	%	%	%	%	
Under 20	12	49	22	8	5	3	1	1	99
20 to 29	8	28	10	24	10	6	8	1	424
30 to 39	17	22	11	21	6	9	7	–	201
+ 40	53	18	4	16	1	2	1	–	251

Base: all respondents

Table 5.12
Academic and general qualifications held by occupational level and sector

	None	GCSE/ SCE O	A level/ SCE H	City & Guilds	BTEC/SCOTVEC National	BTEC/SCOTVEC Higher	First degree	Post-graduate	Number of respond-ents
	%	%	%	%	%	%	%	%	
Occupational level									
Operatives	30	35	9	10	6	3	3	–	447
Crafts people	21	19	13	30	8	5	3	–	147
Supervisors	19	22	10	28	6	6	3	1	211
Managers	5	15	12	25	7	13	14	–	166
Sector									
Hotels	17	20	15	21	10	5	5	–	155
Restaurants	19	43	11	9	9	4	4	–	159
Pubs	12	26	16	16	3	7	10	2	247
Contract catering	26	33	5	15	8	5	5	1	58
Education catering	41	20	1	23	3	5	3	–	133
Hospital catering	28	19	5	34	3	7	2	–	171

Base: all respondents

Catering and hospitality qualifications

Over one-third of all respondents (38%) held at least one catering and hospitality qualification (46% if those gained by attendance on courses of one or two days duration, e.g. health and safety certificates are included).

A number of respondents held more than one City and Guilds qualification:

- 706–1 and 706–2 (cookery) – 41% of those who held an industry qualification
- the above plus 706–3 (advanced cookery) – 6%
- 707–1 and 707–2 (food service) – 18%
- 707–1 and 717 (bar service) – 14%

Very few respondents seem to have taken advantage of the progression routes provided by the awarding bodies for those who do not have the requisite GCSEs/SCEs/A levels for direct entry:

- BTEC or SCOTVEC National and BTEC or SCOTVEC Higher – 2%
- HCIMA Professional Certificate or Part A and HCIMA Professional Diploma or Part B – 3%
- any C&G certificate and HCIMA qualification – 5%
- BTEC or SCOTVEC National or HCIMA and degree – 1%.

One-in-five respondents had the C&G basic cookery certificate, 706-1, while 16% had 706-2 and 11% the basic food service certificate, 707-1.

More males than females held a catering and hospitality qualification: 46% compared to 31%. This is not simply a reflection of the male/female balance at each occupational levels: 60% of male managers had a qualification compared to 51% of females.

Full-time respondents were much more likely to hold a catering and hospitality qualification: 47% had one, compared to 16% of part-timers.

Table 5.13

Gained specific catering and hospitality qualification by employment status and sex (numbers)

	All	.... Part-time		... Full-time ...	
		Male	Female	Male	Female
None	520	43	203	104	168
City and Guilds					
Cookery 706-1	184	2	16	94	71
Cookery 706-2	152	1	10	82	58
Cookery 706-3	23	–	3	14	5
Food service 707-1	104	1	12	47	44
Food service 707-2	69	1	4	29	35
Accom serv 708	24	–	1	6	17
Reception 709	27	–	3	5	19
Beverage serv 717	63	1	2	29	31
Caterbase	10	–	3	–	4
SCOTVEC					
National Cert	9	1	–	4	4
Higher National	8	–	–	4	4
BTEC					
First	10	–	–	6	4
National	25	–	3	6	15
Higher National	15	–	–	5	10
HCIMA					
Part A/Prof Cert	21	–	1	11	9
Part B/Prof Dip	17	–	1	9	7
Degree					
BA/BSc	18	–	5	5	9

Base: all respondents

Full-time respondents

In the 20 to 29 age group, 43% held a craft qualification (C&G or Caterbase), 15% a management qualification (degree, HCIMA, BTEC or SCOTVEC), and 42% had no industry qualification *(Table 5.14)*.

A majority of the over 40 year olds had no industry qualification.

Respondents in food preparation and cooking were the most likely to hold an industry qualification: 70% held at least one (64% if basic hygiene certificates, etc. are excluded), and for most of these (88%) it was a C&G cookery certificate.

The number of full-time respondents with catering and hospitality qualifications increased by occupational level: 22% of operatives, 49% of crafts people, 60% of supervisors and managers. (Note, percentages in *Table 5.15* are higher because they include basic hygiene certificates, etc.)

Hospitals had the highest proportion of respondents with industry qualifications, 66%. Overall percentages for the other sectors (which also exclude basic hygiene certificates, etc.) were: pubs 43%, restaurants 42%, hotels 33%, education catering 59% and contract catering 45%.

Table 5.14

Full-time respondents who gained any catering and hospitality qualification, by age group and occupational area

	Any[1] %	None %	Number of respondents
All	55	45	616
Age group			
Under 20	39	61	43
20 to 29	58	42	310
30 to 39	61	39	145
+ 40	46	54	117
Occupational area[2]			
Food preparation & ckg	70	30	169
Food and drink service	48	52	186
Reception/portering	53	47	43

1 Including basic hygiene certificate, etc.
2 Housekeeping omitted, only 20 respondents
Base: full-time respondents

Table 5.15

Full-time respondents: gained any catering and hospitality qualification, by occupational level and sector

	Any[1] %	None %	Number of respondents
Occupational level			
Operatives	35	64	177
Crafts people	51	49	106
Supervisors	68	32	170
Managers	66	34	162
Sector			
Hotels	42	58	131
Restaurants	50	50	93
Pubs	51	49	162
Contract catering	62	38	40
Education catering	64	36	71
Hospital catering	74	26	97

1 Including basic hygiene certificate, etc.
Base: full-time respondents

Perceived value of qualifications to current job

Respondents were asked how useful their catering and hospitality qualifications were in their present job. A five-point scale was provided ranging from not at all useful to extremely useful.

Around a third, 35% believed them to be extremely useful and 42% quite useful in their present job, while 11% considered them not very useful and 3% not at all useful.

As Table 5.13 indicates, the qualification part-timers were most likely to hold was a basic hygiene certificate (or similar) and/or C&G craft certificate (most part-timers were operatives). These appear to be regarded as extremely/quite useful to 74% of part-timers *(Table 5.16)*.

A slightly higher proportion of full-timers (83%) found their industry qualification extremely useful. Nearly all full-time managers found their qualification extremely/quite useful (90%), as did 86% of the full-timers aged over 40.

Table 5.16

Perceived usefulness in catering and hospitality qualifications in current job, by employment status, sex, age and occupational level

	Extremely useful/ quite useful		Neutral		Not at all/not very useful		Number of respondents	
	Part-time %	Full-time %	Part-time %	Full-time %	Part-time %	Full-time %	Part-time	Full-time
All	74	83	11	4	16	13	70	305
Male	45	79	19	5	35	16	11	161
Female	79	87	10	3	11	10	59	143
Age								
Under 20	69	82	10	13	21	5	9	12
20 to 29	64	86	16	3	20	11	30	168
30 to 39	92	77	–	6	8	17	11	84
+ 40	81	86	10	2	9	12	19	45
Occupational level								
Operatives	69	67	11	15	21	19	47	47
Crafts people	79	86	21	4	–	10	14	54
Supervisors	90	83	–	3	10	14	9	104
Managers	–	90	–	1	–	10	–	102

Base: all respondents with industry qualifications

NATIONAL AND SCOTTISH VOCATIONAL QUALIFICATIONS

Respondents were asked if they were 'aware of the National/Scottish Vocational Qualifications (NVQs/SVQs) that have been introduced in the catering and hospitality industry'. Those who answered yes were asked:

- whether they had an NVQ/SVQ
- if they were currently working towards obtaining any NVQs/SVQs
- how useful they perceived these NVQs/SVQs to be on a five-point scale ranging from not at all useful to extremely useful
- if they were not currently working towards an NVQ/SVQ whether they would be interested in doing so, given the opportunity, and those who answered no were invited to say why they would not be interested in gaining an NVQ/SVQ.

Awareness of NVQs/SVQs

Over 40% of respondents were aware of NVQs/SVQs in catering and hospitality, 41% of all supervisors, 43% of all crafts people and 31% of all operatives. Awareness was greatest among managers (65%), probably because they were more likely to see information sent by the awarding bodies and may follow the trade press more closely.

Awareness was lowest among the over 40 year olds, where 51% of males knew of them, but only 26% of females (who greatly outnumbered the men). Around half of those aged 20 to 29 were aware of NVQs/SVQs *(Table 5.17)*.

In food preparation and cooking, only 40% of respondents were aware of NVQs/SVQs, and in food and drink service, 34%.

Awareness of NVQs/SVQs

Awareness was higher among managers. Were they passing the information down?

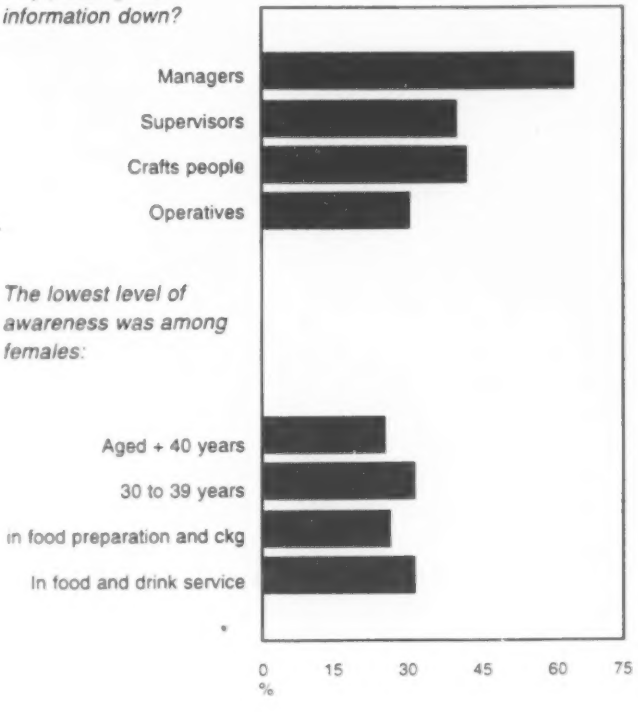


Table 5.17
Aware of NVQs / SVQs in catering and hospitality, by sex, age and occupational area

	All	Males		Females	
	%	%	No.	%	No.
All	41	49	335	37	612
Age					
Under 20	51	48	40	54	47
20 to 29	47	50	158	44	260
30 to 39	38	47	85	32	114
+ 40	30	51	53	26	192
Occupational area[1]					
Food preparation & ckg	40	56	114	27	130
Food and drink service	34	38	118	32	245
Reception/portering	49	37	13	54	33
Housekeeping	27	–	2	29	35

Base: all respondents

Part-timers

Overall, about a quarter of all part-time respondents were aware of NVQs/SVQs (26%). This drops to 18% if those in full-time education at the time of the survey are excluded – a group likely to be more knowledgeable about developments in education and training.

One-in-three respondents knew of NVQs/SVQs in pubs, and one-in-five in hospital catering *(Table 5.18)*.

Full-timers

Half the full-time respondents were aware of NVQs/SVQs, and 67% of the managers. Restaurants had the lowest level of awareness, with 43%, hotels and contract catering the highest *(Table 5.19)*.

Generally, awareness was highest among managers. There was not much difference in awareness levels between supervisors and operatives.

Table 5.18

Part-time respondents: aware of NVQs / SVQs in catering and hospitality

	%	No.
All	26	352
Occupational level		
Operatives	24	263
Crafts people	33	43
Supervisors/managers[1]	33	46
Sector[2]		
Restaurants	34	61
Pubs	34	79
Education catering	17	58
Hospital catering	20	76

1 Includes 5 managers (none of whom were aware of NVQs/SVQs)

2 Hotels and contract catering omitted, only 24 and 20 respondents respectively

Base: part-time respondents

Table 5.19

Full-time respondents: aware of NVQs / SVQs in catering and hospitality, by occupational level and sector

	All		Operatives		Crafts people		Supervisors		Managers	
	%	No.	%	No.	%	No.	%	No.	%	No.
All	50	615	42	179	47	105	45	170	67	161
Sector										
Hotels	58	130	50	46	67	9	53	42	77	33
Restaurants	43	94	54	28	36	30	33	19	50	17
Pubs	50	160	42	37	64	27	44	48	56	48
Contract catering	59	41	48	15	64	6	62	8	70	12
Education catering	45	67	25	22	39	11	40	18	87	16
Hospital catering	51	98	25	25	33	19	55	26	87	28

Base: full-time respondents

Progress in achieving NVQs/SVQs

At the time of the survey it was estimated[1] that 0.3% of the industry's employees had gained an NVQ/SVQ in catering and hospitality. Nearly 3% of respondents in the survey had achieved an NVQ/SVQ (in numbers, 8 had achieved level 1; 8 level 2; 7 level 3 and 2 level 4).

It is likely that most of the survey respondents gained their NVQ/SVQ through attendance on a full- or part-time college programme, participation in youth or adult training, or through accreditation of prior learning.

The proportion of respondents working towards an NVQ/SVQ was in line with the general industry level of 3% (in numbers, 6 were working towards level 1, 10 for level 2, 12 for level 3 and 2 for level 4).

Perceived usefulness of NVQs/SVQs

Of those respondents who were aware of NVQs/SVQs, 28% thought they were extremely useful, 39% quite useful, and 22% said 'don't know'.

Some 59% of respondents who were aware of NVQs/SVQs said they would be interested in working towards an NVQ/SVQ if they were given the opportunity to do so.

Under half of the respondents who said they would not be interested (43%) gave as the reason that they already had a catering and hospitality qualification. Reasons put forward by the balance were on the themes of 'no confidence in the qualification' (14%), 'not planning to remain in the industry' (13%), 'the qualifications were pointless/not applicable' (20%).

Part-timers

Of the part-timers who were aware of NVQs/SVQs, 40% were interested in working towards such a qualification. (The low number of respondents makes it unrealistic to analyse this response in more detail.)

Full-timers

Full-timers were more interested in working towards NVQs/SVQs: 63% of those who were aware of them. The interest was spread evenly across all occupational levels and sectors *(Table 5.20)*.

Table 5.20
Full-timers interested in working towards an NVQ/SVQ if the opportunity was available, by operational level and sector

	%	No.
All	63	281
Occupational level		
Operatives	66	66
Crafts people	63	42
Supervisors	66	64
Managers	59	89
Sector[1]		
Hotels	60	57
Restaurants	55	40
Pubs	63	71
Hospital catering	64	42

1 Contract catering and education catering omitted, only 21 and 28 respondents respectively were aware of NVQs/SVQs

Base: full-time respondents who were aware of NVQs/SVQs

1 *Catering and Hospitality Industry - Key Facts and Figures*, HCTC, 1994

SUMMARY

Only 48% of respondents said they had undergone induction training when they started work with their current employer, while 45% of respondents had received some training related to the work they were doing at the time of the survey (other than induction training) since finishing full-time education, or were currently receiving training.

The overall results disguise wide variations between sectors, and a much higher incidence of training among full-time respondents (55%). Nevertheless, it should be recognised that employers participating in the survey appear to have distributed questionnaires to those more likely to complete them (and thus more likely to have a qualification and to have had training).

No increase in induction training

There was no evidence that more employers were providing induction training than, say, four years ago. The most training had taken place among those with two to five years' service, 56%. In pubs, 52% of respondents with less than one year's service had induction training, compared to 58% of those with two to five years, and 55% of those with more than five years' service.

Induction training means job-related training more likely

Respondents who had received induction training with their present employer were more likely to have received job-related training: 53% had done so. Some of these respondents may have received that training with a previous employer, but focussing on those respondents who had only worked for one employer since joining the industry, 42% had received induction training only and 53% had received both induction training and job-related training (note: small number of respondents: 86 and 36 respectively).

Induction training has no apparent link with general levels of job satisfaction

The provision of induction training appeared to have no impact on the proportion of respondents intending to leave their jobs in the next year (Section 6), or on the general levels of job satisfaction (Section 3):

- 25% of those who had been given induction training intended to leave their job within 12 months of the survey (compared to 23% of all respondents)
- 79% of those who had **not** been given induction training intended to stay with their current employer (compared to 77% of all those who did not intend to leave their current employer)
- 48% of those who were generally satisfied with their job had been given induction training, compared to 52% of those who had not.

There was no strong correlation between the general levels of satisfaction by sector (Section 3) and the provision of induction training. In pubs, where 85% of respondents were satisfied, some 53% had received induction training.

Patchy provision of job-related training

Twice as many full-timers as part-timers had received job-related training, 55% compared to 26%.

Two-thirds of all managers had received some relevant industry training (which might have taken place during their earlier career), compared to 28% of operatives.

The proportion of respondents who had received training increased by only a few per cent with each year of service: 54% of full-time respondents with two to five years' service with their current employer had received training, compared to 52% of those with one to two years' service.

No link between training and pay

There was no evidence that employers were rewarding trained employees with extra pay: only 7% of full timers, and 4% of part-timers said the most beneficial outcome of training was an increase in earnings.

Employers could gain much from more training of part-timers

Most of the part-timers in the study were working at operative level (which reflects the situation in the whole industry), yet only 23% of respondents at this level had received job-related training.

While many full-timers saw the main benefit of training in terms of the help it gave them finding a better job or obtaining promotion, 71% of the part-time operatives who had received training said the most beneficial outcome was improvement in job performance. In other words, training helped them do a better job for their current employer.

Part-timers and vocational qualifications

Part-timers present a sizeable, apparently untapped market for training leading to NVQs/SVQs. Only 26% were aware of them, and this drops to 18% if those who were in full-time education at the time of the survey are excluded (they were more likely to know about NVQs/SVQs, and in any case were only using the job as a stop-gap measure).

Of course, not all part-timers want qualifications. Many are content to do a job well, and find the hours and pay suits their needs. Nevertheless, 40% of the part-timers who were aware of NVQs/SVQs were interested in working towards such a qualification.

The over 40 year olds, another untapped market

The over 40 year olds had the longest service with their current employer, yet they had the least job-related training. A majority (54%) had no industry qualification. But those who did have a qualification were much more enthusiastic about its value than younger colleagues: 55% found their industry qualifications extremely useful.

Only 30% of the over 40 year olds were aware of NVQs/SVQs, and many of these were interested in working towards them. How many more would be interested, if they knew of the benefits and had greater access to training? Over 60% said training helped them do their job better.

Job-related training and intention to leave current employer

Of those who had received job-related training, 22% intended to leave their current job within 12 months of the survey (Section 6). This group of respondents were most dissatisfied with:

- pay – 65%
- opportunities for promotion – 58%
- recognition for good work – 52%
- perks – 53%
- opportunities for qualifications – 42%
- opportunities for training – 38%
- the way they were managed – 35%.

Looking at the respondents who had never received job-related training, a similar proportion intended to leave their current job, 25%. They expressed most dissatisfaction with:

- opportunities for promotion – 57%
- perks – 44%
- recognition for good work – 43%
- pay – 42%
- opportunities for qualifications – 41%
- opportunities for training – 40%
- status – 34%.

About twice as many of the respondents who had received job-related training regarded their job as a career: 62% compared to 29% who viewed it as a job. And of those who considered promotion in their current job important, 58% had received job-related training.

Perceived effectiveness of training, intention to leave and job satisfaction

Almost all respondents (94%) described the job-related training they had received as quite useful or extremely useful. An overwhelming majority, 87%, also said the training had been sufficient to allow them to perform their job to a satisfactory level. Comparing this to respondents' more general attitudes to their career and job (Section 3), of those who:

- intended to stay in their current job for the next 12 months, 89% said their training had been useful, compared to 78% of those who intended to leave
- were generally satisfied about their current job, 91% said their training had been useful, compared to 70% of those who were generally dissatisfied
- said they were satisfied about the opportunities for training provided in their current job, 94% said the training was useful, compared to 65% of those who were dissatisfied.

Perceived outcome of training and job satisfaction

Of those who were generally dissatisfied in their job, 32% considered the most important outcome of job-related training was promotion or a better job. By comparison, 28% of all respondents said this was the most important outcome of training.

Of those respondents who intended to leave their current job in the next 12 months, 31% felt that promotion or a better job was the most important outcome of training, compared to 25% of those who intended to remain.

Use made of past experience, skills and abilities in present job

Some 48% of respondents said they could use all or almost all their past experience, skills and abilities in their present job. Of these:

- 40% had been with their current employer for up to two years, 32% for between two and five years, and 29% for over five years
- 25% had been with their current employer for up to two years and came from the same sector of the industry, and the same proportion had come from another sector – suggesting that many of the skills used in the industry are common
- 27% had been promoted by their current employer, and 35% had been promoted within the last year
- 23% intended to leave their current job within the next year, and of these 31% intended to leave the industry
- 45% had received no job-related training.

Turning now to those 25% of respondents who said they could use none or little of their past experience, skills and abilities in present job, of these:

- 32% had been with their current employer for between two and five years, and 27% for over five years – so it would seem that this was not a significant influence on how long employees stayed in their job
- only 7% had been with their current employer for less than two years and came from the same sector of the industry and 14% had come from another sector
- 26% intended to leave their current job within the next year – not significantly higher than those who found their past experience, etc. useful
- 67% had received no job-related training.

More qualified sample

As explained in the methodology (Section 2), the task of completing the 14-page questionnaire may have put off more potential respondents without qualifications, than it did those with qualifications.

When an allowance is made for this skewing effect, 26% of the respondents held no qualification (compared to 22% if the results are not adjusted). This is higher than the average for all industries of 24%, but lower than

previous estimates for the hotel and catering industry of 35%, according to the Employment Department's Labour Force Survey[2].

Industry qualification and job satisfaction

Discounting basic hygiene certificates and similar qualifications, 38% of respondents held at least one catering and hospitality qualification. The majority were from the City and Guilds 706 cookery series.

Of those who held an industry qualification:

- 63% saw their position as a career and 35% as paid employment
- 63% regarded opportunities for promotion in their current job as important and 16% as unimportant
- 78% intended to stay in their current job in the next year, and 22% intended to leave
- 77% were generally satisfied with their job
- 35% were generally satisfied with the opportunity for getting qualifications, and 23% generally dissatisfied.

Industry qualifications get the OK

Full-time managers and full-time respondents of all levels aged over 40 were enthusiastic on the usefulness of their catering and hospitality qualifications: over half thought they were extremely useful compared to 33% of all part-timers. Other respondents preferred the middle line: quite useful/not very useful.

Awareness of National and Scottish Vocational Qualifications

Over 40% of respondents were aware of NVQs/SVQs in catering and hospitality, and 65% of managers. Evidently some managers were not passing their knowledge of NVQs/SVQs to their staff, because only 31% of operatives were aware of them and 43% of crafts people.

Of those who were dissatisfied with the opportunity for getting qualifications, 47% were aware of NVQs/SVQs. This suggests a sizeable audience waiting to have the chance to start working towards a qualification.

Awareness was also higher among those who had received job-related training: 58% were aware of NVQs/SVQs, compared to 27% of those who had no training

Half of those unconvinced of the value of NVQs/SVQs already had a catering and hospitality qualification.

2 *Catering and Hospitality Industry – Key Facts and Figures*, HCTC, 1994

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This section looks at where respondents saw themselves working in the coming years.

First it examines their expectations to remain with their current employer. Comparisons are made in the summary with respondents' attitudes to career advancement, with their levels of job satisfaction and with what they were doing before their current job (Sections 3 and 4 – comparisons with the training respondents had received, and their level of qualifications were made in Section 5).

Next it reports on respondents' intentions, specifically whether they intended to leave their current employer in the 12 months following the survey, and if so which industry sector they aimed to move to, or to leave the industry altogether. Alongside this analysis is a summary of respondents' intentions to apply for jobs outside the UK in the next six months, and if so where.

Finally, it reviews the level of difficulty respondents anticipated in finding a comparable job, should they have to do so.

EXPECTATIONS TO STAY WITH CURRENT EMPLOYER

Respondents were asked to give a fairly precise estimate of how much longer they would stay with their current employer. Elsewhere in the questionnaire they were asked if they intended to leave their job in the next 12 months.

Expected length of time with current employer

The majority of respondents were unable or unwilling to forecast how long they would stay with their current employer: 67% of part-timers and 59% of full-timers replied 'unknown'.

Full-time respondents

There was a small group of full-time respondents who expected to stay less than six months, 13% overall, 17% of those aged 20 to 29 and 16% of operatives *(Table 6.1)*.

Similar proportions of supervisors and those aged 20 to 29 appeared to be planning a move in one to two years' time. Managers and those aged over 40 were more likely to stay longer: 20% and 28% respectively expected to stay more than three years.

Table 6.1
How long full-time respondents expected to stay with current employer

	Less than 6 mths %	7 to 11 mths %	1 to 2 yrs %	+3 yrs %	No. of respond-ents
All	13	4	10	13	620
Age					
Under 20 years	11	15	10	7	42
20 to 29 years	17	5	14	7	313
30 to 39 years	12	1	7	14	145
+ 40 years	4	1	4	28	120
Occupational level					
Operatives	16	6	7	9	180
Crafts people	13	5	9	8	107
Supervisors	15	4	15	13	173
Managers	8	3	9	20	160

Base: full-time respondents

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No intentions to leave current employer

Asked if they intended to leave their current job in the next 12 months, 77% of all respondents said no. Presumably many of these respondents answered 'unknown' to the detailed question on expected length of stay.

Part-timers

Although some part-timers were students and others said their job was a stop gap measure, 87% of all part-timers had no intention to leave their current employer. Indeed if all those aged over 30 are considered as one group (which would exclude most students), 94% had no intention to leave *(Table 6.2)*. By comparison, 80% of all those aged under 30 had no intention to leave.

Full-timers

The proportion of full-timers not intending to leave their current employer in the next 12 months dropped to 71%. If the under 30s and over 30s are grouped in the same way as the analysis of part-timers, 61% of the younger respondents had no intention to leave compared to 84% of those aged over 30 (and 88% of those aged over 40)[1].

There was a higher proportion of managers not intending to leave, 87% compared to 65% of operatives. In food preparation and cooking, 83% had no intention to leave. In food and drink service, this dropped to 63%, probably reflecting the younger age profile.

Education and hospital catering had the higher proportion of respondents not intending to leave, hotels the lowest (82%, 87% and 57% respectively).

Table 6.2

Part-time respondents with no intention to leave current employer in the next 12 months

	All	Male		Female	
	%	%	No.	%	No.
All	87	78	58	90	296
Age group					
Under 20 years	80	70	21	85	29
20 to 29 years	82	78	25	82	89
30 to 39 years	91	86	6	92	48
+ 40 years	95	100	6	95	132
Occupational level					
Operatives	86	70	36	89	228
Crafts people	91	100	11	90	32
Supervisors & managers[1]	89	82	11	91	35
Sector[2]					
Restaurants	84	62	17	90	45
Pubs	83	92	25	79	56
Education catering	93	100	1	94	58
Hospital catering	88	44	8	92	69
Occupational area[3]					
Food preparation & ckg	86	46	9	91	71
Food and drink service	90	87	32	90	160

1 Includes 6 managers

2 Hotels and contract catering omitted, only 22 and 20 respondents respectively

3 Reception/portering and housekeeping omitted, only 5 and 18 respondents respectively

Base: part-time respondents

1 For a more detailed breakdown of the responses, see Table 6.3: but note the figures refer to those intending to leave. The question required a yes/no response, therefore the number not intending to leave can be readily calculated by subtracting each percentage from 100, e.g. for all those aged over 40, the percentage not intending to leave is 100 – 12 = 88%.

INTENTIONS TO LEAVE CURRENT JOB

Less than one-quarter of all respondents (23%) intended to leave their current employer in the 12 months after the survey. Clearly, this was higher than the 14% of respondents who expected to be with their current employer for less than 11 months.

As discussed on the previous page, only 13% of part-timers intended to leave their current job. These were more likely to be the younger respondents and those at operative level.

Full-timers most likely to leave were aged 20 to 29 (40%) and in food and drink service (37% overall, 43% of females).

Hotels had the highest proportion of full-time respondents intending to leave, 43% (including 46% of males working in that sector). Pubs was also quite high, with 39% intending to leave including 38% of females *(Table 6.3)*.

Intending to leave

Respondents in their mid-career were the most likely to leave. Of those aged 20 to 29

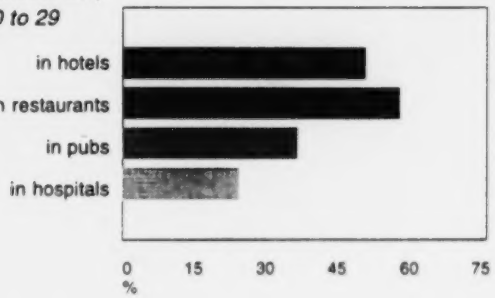

Table 6.3

Full-time respondents with intention to leave current employer in the next 12 months

	All	Male		Female	
	%	%	No.	%	No.
All	29	27	278	32	322
Age group					
Under 20 years	33	17	23	54	16
20 to 29 years	40	38	133	42	174
30 to 39 years	19	19	77	21	63
+ 40 years	12	13	45	10	68
Occupational level					
Operatives	35	38	61	33	107
Crafts people	26	27	51	26	51
Supervisors	32	31	80	33	88
Managers	23	15	83	32	76
Sector					
Hotels	43	46	46	42	78
Restaurants	37	25	42	48	45
Pubs	39	29	100	38	62
Contract catering	26	29	12	22	27
Education catering	18	23	20	15	46
Hospital catering	13	11	49	16	45
Occupational area[1]					
Food preparation & ckg	17	22	102	11	62
Food and drink service	37	32	90	43	90
Reception/portering	48	34	9	51	31

1 Housekeeping omitted, only 20 respondents

Base: full-time respondents

Length of service with current employer (all respondents)

Those respondents who had been with their current employer less than two years were more likely to leave in the next 12 months *(Table 6.4)*. Only 10% of those with more than five years' service intended to leave, for some this would be because they wanted to give up work altogether.

In hotels and restaurants there was no strong correlation between length of service and intention to leave. However in pubs, 49% of those who intended to leave had been in the job less than a year.

Whether employers could do anything to keep respondents

Of the respondents intending to leave their current job in the next 12 months, 39% said their employer could do something to persuade them to stay, including:

- 51% who wanted their salary increased
- 25% who wanted promotion
- 8% who wanted more support in their job.

The number of respondents is too small for analysis by age group and occupational level, except for two groups:

- all operatives (95 intending to leave) – 28% could be persuaded to stay
- all those aged 20 to 29 (145 intending to leave) – 34% could be persuaded to stay.

Table 6.4

Respondents with intention to leave current employer in the next 12 months by length of service with current employer and sector[1]

		Less than 1 year	1 to 2 years	2 to 5 years	+ 5 years
All	%	35	35	21	10
	No.	258	134	290	279
Hotels	%	45	54	38	25
	No.	42	25	56	25
Restaurants	%	22	42	26	29
	No.	49	40	49	15
Pubs	%	49	25	13	4
	No.	98	23	73	44
Education catering	%	10	15	23	7
	No.	17	14	33	66
Hospital catering	%	26	26	15	4
	No.	20	20	47	85

1 Contract catering omitted, maximum 17 respondents for any group

Base: all respondents

Table 6.5

Respondents who could be persuaded by employer not to leave

	All		Part-time		Full-time	
	%	No.	%	No.	%	No.
All	37	219	23	44	41	175
Sector[1]						
Hotels	36	56	25	4	36	52
Restaurants	38	45	0	11	50	34
Pubs	33	64	29	14	35	50

1 Contract catering, education catering and hospital catering omitted, only 13, 15 and 21 respondents respectively

Base: respondents intending to leave their current job in the next 12 months

Which industry sectors respondents aimed to move to

Respondents intending to leave their job in the next 12 months were asked which industry sector they aimed to move to, or if they intended to leave the industry altogether.

Some 44% intended to leave the industry altogether (discussed below), 11% to set up their own hotel and catering business, and 29% to remain in the sector they were currently in.

Half those in hotels and half those in pubs intended to move to the same sector (hotels/pubs), but sample sizes are small for too much significance to be given to this (36 and 23 respondents respectively), or to analyse movements to and from other sectors.

Intentions to leave the industry

As indicated, 44% of those intending to leave their job also intended to leave the industry.

Part-timers

Too few part-timers were intending leaving the industry to make detailed analysis practicable: only 24 out of the 45 who intended changing employer in the next 12 months. However all of those over 40 years of age (5 respondents) intended to leave the industry. This suggests they were leaving because of a change of personal circumstances (e.g. to retire, or because they no longer needed to earn extra money), rather than dissatisfaction with employment conditions in catering and hospitality.

The low number of part-timers intending leaving the industry is in itself significant. Especially as some of the part-timers were students using their jobs to earn extra money, and for others it was a stop-gap measure before resuming their intended career.

Full-timers

Some 42% of full-timers intending to change jobs also intended leaving the industry. In pubs and food and drink service (known to attract students wanting to earn extra money before starting on their course) the proportion was rather higher. Most of these respondents appeared to classify themselves as operatives *(Table 6.6)*.

Table 6.6
Full-timers intending to leave the industry in the next 12 months

	All	Male		Female	
	%	%	No.	%	No.
All	42	37	71	46	53
Age group[1]					
20 to 29 years	41	36	48	44	72
Occupational area[1]					
Food and drink service	45	34	29	52	38
Occupational level[1]					
Operatives	64	79	31	58	59
Supervisors	40	34	27	45	31
Sector[1]					
Hotels	35	28	19	39	29
Pubs	63	47	29	83	23

1 Groupings omitted with fewer than 40 respondents

Base: all full-time respondents intending to leave their current employer in the next 12 months

Intentions to work abroad

Respondents were asked if they were seriously considering applying for any jobs outside of the UK in the next six months. Those who answered yes were asked to indicate the part of the world they were considering.

Only 7% were considering applying for a job abroad *(Table 6.7)*. With such a small number of respondents involved (67 in all), more detailed analysis of who intended to go where is impracticable. Europe was however the favoured destination of 40%, nearly 30% mentioned two or more areas, 12% North America and 10% Australasia.

Table 6.7
Seriously considering applying for job outside UK in next six months

	%	No.
All	7	984
Male	10	345
Female	5	639
Age group		
Under 20 years	13	98
20 to 29 years	10	428
30 to 39 years	6	204
+ 40 years	1	268
Occupational level		
Operatives	5	458
Crafts people	10	149
Supervisors	13	214
Managers	4	169

Base: all respondents

FINDING A COMPARABLE JOB

All respondents were asked if they were to leave their job, would they find it easy or difficult at the present time to get a comparable job elsewhere. A five-point scale was provided for the answer, from very easy to very difficult.

Part-timers

Overall, 35% of part-timers expected to find it difficult, and 27% easy.

Part-timers clearly acknowledged the importance of experience in finding a comparable job: 37% of those with two to five years in the industry thought it would be easy, while 40% of those with less than two years thought it would be difficult *(Table 6.8)*.

After ten years in the industry, and with more than five years' service with their current employer, respondents seem to feel that their age was against them, and over 40% thought it would be difficult to find a comparable job.

Levels of job satisfaction apart, one reason why so few over 40 year olds intended to leave their current job may be the relatively high degree of uncertainty about finding a comparable job: 44% thought it would be difficult and only 22% easy *(Table 6.9)*.

There was not much confidence among those working in food preparation and cooking and food and drink service: over 70% were not sure or thought it would be difficult.

Table 6.8

Part-timers: ease / difficulty respondents expected in finding a comparable job by length of time in industry / with current employer

	Very easy/ easy %	Don't know/ not sure %	Difficult/very difficult %	Number of respondents
Length of time in the industry				
Less than 2 years	19	41	40	114
2 to 5 years	37	36	28	83
5 to 10 years	34	42	25	75
+ 10 years	20	34	46	84
Length of service with current employer				
Less than 1 year	27	36	37	106
1 to 2 years	17	45	39	48
2 to 5 years	35	42	23	90
+ 5 years	22	35	42	114

Base: part-time respondents

Table 6.9

Part-timers: ease / difficulty respondents expected in finding a comparable job by sex, age and occupational area

	Very easy/ easy %	Don't know/ not sure %	Difficult/very difficult %	Number of respondents
All	27	38	35	358
Male	34	31	35	60
Female	25	39	35	298
Age group				
Under 20 years	17	34	50	55
20 to 29 years	44	36	20	112
30 to 39 years	13	55	33	56
+ 40 years	22	35	44	140
Occupational area[1]				
Food preparation & ckg	24	41	36	84
Food and drink service	28	40	33	195

1 Housekeeping omitted, only 19 respondents
2 Reception/portering omitted, only 5 respondents
Base: part-time respondents

Full-timers

Full-timers generally were more confident that they could find a comparable job, although females rather less so: 23% females thought it would be easy compared to 39% males *(Table 6.10)*.

The over-40-year-olds were less confident than their part-time colleagues: only 15% thought it would be easy, while 57% expected difficulty.

Managers were just as likely to expect difficultly in finding a comparable job as operatives, over 40% of each group said it would be difficult. The response of operatives was probably influenced by the views of the operatives in education and hospital catering, where many were over 40 years of age. In education catering, 51% said it would be difficult, and 58% in hospital catering *(Table 6.11)*.

Pubs had the most confident respondents, 49% believing it would be easy to find a comparable job.

Table 6.10

Full-timers: ease/difficulty respondents expected in finding a comparable job by sex, age and occupational area

	Very easy/ easy %	Don't know/ not sure %	Difficult/very difficult %	Number of respondents
All	30	32	38	605
Male	39	26	35	276
Female	23	37	40	329
Age group				
Under 20 years	23	26	51	43
20 to 29 years	39	32	29	308
30 to 39 years	26	37	37	145
+ 40 years	15	29	57	115
Occupational area[1]				
Food preparation & ckg	28	30	41	168
Food and drink service	38	28	35	182
Reception/portering	24	49	27	43

1 Housekeeping omitted, only 19 respondents

Base: full-time respondents

Table 6.11

Full-timers: ease/difficulty respondents expected in finding a comparable job, by occupational level and sector

	Very easy/ easy %	Don't know/ not sure %	Difficult/very difficult %	Number of respondents
Occupational level				
Operatives	20	37	43	177
Crafts people	37	29	34	107
Supervisors	38	31	32	169
Managers	29	30	41	158
Sector				
Hotels	29	41	30	130
Restaurants	35	35	30	91
Pubs	49	21	30	160
Contract catering	27	34	39	41
Education catering	14	35	51	71
Hospital catering	8	34	58	97

Base: full-time respondents

Length of time in the industry and period of service with current employer

As might be expected, respondents with more experience had greater confidence about their ability to get a comparable job. However, respondents with long periods of service were less confident, presumably because they felt their age was against them. Around half those with ten years or more in the industry and those with more than five years with their current employer expected difficulty in finding a comparable job *(Table 6.12)*.

Respondents with less than a year with their current employer appeared unconcerned about the impact a short period of service would have on their CV.

Table 6.12

Full-timers: ease / difficulty respondents expected in finding a comparable job, by length of time in the industry and period of service with current employer

	Very easy/ easy %	Don't know/ not sure %	Difficult/very difficult %	Number of respondents
Length of time in the industry				
Less than 2 years	28	40	32	115
2 to 5 years	37	27	35	114
5 to 10 years	35	31	34	181
+ 10 years	22	31	48	190
Length of service with current employer				
Less than 1 year	41	29	30	151
1 to 2 years	27	41	32	89
2 to 5 years	34	28	38	199
+ 5 years	14	34	51	164

Base: full-time respondents

SUMMARY

General reluctance to predict length of stay

Most respondents (63%) chose 'unknown' rather than give a fairly precise estimate of how much longer they expected to stay with their current employer. Nevertheless there was more evidence of career planning among the full-timers aged 20 to 29, where 17% had less than six months in mind. And perhaps a stronger feeling of job security among the full-timers aged over 40, where 28% expected to stay for more than three years.

Some supervisors and managers had thought of their future career in these terms, 15% of supervisors expected to stay one to two years and 13% more than three years, while 20% of managers expected to stay for more than three years.

Career-motivated don't give timescale

Respondents who regarded their job as a career were no more (or less) likely to put a time scale on their next job move: 62% said 'unknown'. However half of those who were generally dissatisfied with their job were willing to estimate when they would move.

Part-timers are stayers

Even though 23% of part-timers were not permanent (see Table 4.1) and this group included students and others using their job as a stop-gap measure, 87% of all part-timers had no intention of leaving their current job in the next 12 months.

Among the over 40 year olds, 95% had no intentions to leave.

Full-time over 40 year olds are also stayers

Fewer full-timers had no intention to leave, nevertheless the overall proportion was 71%, and 88% of those aged over 40.

More females intending to leave current employer

Overall, there were more female than male full-timers intending to change employer, 32% compared to 27%. The greatest imbalance was among managers, where 32% of females intended to move but only 15% of males.

Food and drink service had more than double the proportion of respondents intending to change employer (37%: 43% of females and 32% of males) compared to food preparation and cooking (17%: 11% of females and 22% of males).

Youner employees planning a job change

The 20 to 29 year old group were the most likely to change their job in the next year, 35% of all respondents intended to do so. Of these 66% had been with their current employer for less than two years and 47% for less than one year.

One-third of those 20 to 29 year olds intending to change employer said they could be persuaded to stay.

Job satisfaction important motivator

Of those generally satisfied in their job, 17% intended to leave; while of those generally dissatisfied in their job, 47% intended to leave. Looking at the second group in more detail, between 40% and 50% of those who were dissatisfied with the following aspects of their job intended to leave:

- variety in the work – 46%
- status of the job – 51%
- job security – 45%
- hours of work – 43%; and shifts worked – 41%
- opportunities for training – 41%; and for promotion – 40%.

Only 38% of those dissatisfied with pay intended to leave.

Previous career of those intending to leave

Focussing on what respondents had been doing before their current job – of those who had worked:

- in another industry, 26% intended to leave, compared to 21% of those who had moved from elsewhere in the industry
- outside the industry since first joining it, 38% intended to leave, compared to 21% of those who had not worked outside the industry
- in the same industry sector, 24% intended to leave, compared to 18% of those who moved from another sector of the industry.

Persuading potential leavers to stay

About one-third of those aged 20 to 29 said they could be persuaded to change their mind about leaving, and 28% of operatives. Money featured prominently on their wish list (mentioned by 51%), and promotion (25%). The emphasis on money is to be expected, but somewhat at odds with the levels of satisfaction on pay. Perhaps it was an easier answer to give, than a more complex list of frustrations.

Employees' perceptions of employers' attitudes

While experience in the industry and with their current employer was obviously something respondents thought would help them get a comparable job, age then began to count against this. Over 40% of the part-timers aged over 40 though it would be very difficult, 46% of those with ten years in the industry and 42% of those who had more than five years' service with their current employer.

It appears that the group of respondents most likely to give long service fear that they are becoming unemployable. This suggests that employers are reluctant to take on older applicants.

Source of employees confidence

Considering the survey took place before the industry had fully emerged from the recession, respondents were fairly confident about finding a comparable job if they had to. Besides experience in the industry, what characterises those respondents who expected to find a comparable job easily? Unfortunately, there are no conclusive links:

- 41% held an industry qualification
- 86% had an academic or general qualification
- 44% had received job-related training.

Where the leavers were planning to go

Not abroad! In spite of the appeal of the industry that it offers careers for those who want to see the world, only 7% of all respondents were seriously considering applying for a job abroad in the next six months.

About one-in-ten wanted to set up their own hotel and catering business, and 29% planned to remain in the sector they were currently in.

About half the part-timers intending to leave (and thus the number is very small) also planned to leave the industry. In many cases they were probably giving up work or returning to their intended career.

Similar reasons were likely to explain why 42% of the full-timers planning to leave were also leaving the industry. Many of these had taken jobs in pubs and food and drink service, areas of work particularly attractive to students wanting to earn extra money before starting their studies, or during long vacations.

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CONCLUSIONS

A positive picture of the catering and hospitality workforce comes through from this report. It confirms what many people working in and involved with the industry believe to be the case – that employees are generally highly satisfied, particularly like teamwork, customer contact, varied work and scope for initiative. Now a portfolio of well documented facts is available which can help convince the remaining sceptics outside the industry. No-one in a position to influence career decisions, directly or indirectly, who describes the industry in terms of low pay, unsocial hours, and poor working conditions need be left unchallenged.

Light is also shed on what is indisputably a feature of the industry, high employee turnover. Almost one-quarter of respondents were expecting to leave their current job in the next 12 months – corresponding with the most recent estimate for the industry as a whole of 27%[1] – and nearly half the respondents had worked for their current employer for less than two years. But much of the turnover was among the younger respondents, particularly the 20 to 29 year olds who were moving to gain experience and promotion.

This is a practice many employers sympathise with – in small establishments it is simply not possible to offer promotion and career advancement. Others actively encourage young people to learn and move on – e.g. the chef proprietors who have a regular throughput of talented young people whom they train in their style and approach to cooking, so that they will subsequently spread the messages and contribute to an overall improvement of British cuisine.

Another tranche of those moving on is accounted for by students and others between career moves. These find the industry (particularly restaurants and pubs) an attractive source of temporary employment. Employers do not expect them to stay long, their availability for work is what matters and if they are also personable this is ideal for jobs where

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customer care is otherwise more difficult to teach than the practical skills of serving food and drink.

What is significant is that the industry maintains a substantial core of long-serving employees who are generally satisfied and have no wish to change jobs. Nearly 30% of all respondents had been with their current employer for more than five years. The over 40 year olds are the industry's solid foundation: 64% of the part-time respondents in this age group had more than five years' service, and 50% of full-timers. (The proportion of over 40 year old employees in the industry overall is estimated at 38%[2].)

Not only were job satisfaction levels high generally, but they played a powerful influence in retaining employees – 30% of full-timers and 37% of part-timers gave job satisfaction/ enjoyment of the job as the main reason for staying with their current employer. This was twice the number of respondents giving any other reason (but, significantly, the next most mentioned reasons for staying by part-timers were pay and convenient working hours).

Job satisfaction also had a strong link with training. The most beneficial outcome for half the respondents who had job-related training was improved job performance – which must have a beneficial knock-on effect on general satisfaction. Although another quarter said that a better job or promotion (which in many cases was with the same employer) was the main outcome of training, there was no other evidence that providing training encouraged employees to leave.

The study suggests that induction and job-related training are not yet high priorities for the industry's employers. Around half the full-time respondents had been given induction training on joining their current employer, and the proportion who had job-related training at some stage in their career (in many cases with a previous employer) was no higher.

Full-time managers were the most likely to have had training, and this is reflected in the similar proportion who were satisfied on the training opportunities provided by their current employer. Among other occupational levels, views were at best neutral and the incidence of training was much lower, only 37% of operatives.

Furthermore, the employees who were most likely to see the benefit of training as an improvement in their job performance, and who were the longest serving (part-timers and the over 40 year olds), were the worst off in terms of training provision.

Well targeted training would certainly raise job satisfaction levels generally, especially where it can be linked to career progression/promotion and the achievement of qualifications. And with National and Scottish Vocational Qualifications such a route is now widely available.

While awareness levels of NVQs/SVQs were fairly high, the information was, in many cases, stopping at managers' desks. It was certainly not being communicated to the majority of those most likely to benefit: namely operatives, crafts people, all part-timers and those aged over 40. Even in food preparation and cooking, where NVQs/SVQs follow a strong tradition of craft qualifications and where employees and employers are more prepared to make the extra effort to get qualifications, only 40% of respondents were aware of them.

Another area where employers could take action to improve satisfaction levels were on the related issues of benefits or perks and share of tips.

It is not clear from this study why tips caused so much ill feeling. Perhaps some employees felt the system for dividing tips was unfair to them, while others wanted a system of pooling tips in preference to each person keeping what comes his or her way. From the dissatisfaction among food preparation and cooking staff on this subject, tips were often not finding their way into the kitchen.

1 *Employment Flows in the Catering and Hospitality Industry*, HCTC, 1994

2 *Meeting Competence Needs in the Hotel and Catering Industry, Now and in the Future*, HCTC, 1992

Of the perks not received, staff most wanted bonus schemes, profit sharing, pensions and health plans. These are benefits associated with the best employers in commerce and industry generally. The survey did not seek to establish whether employees would prefer these benefits to those more generally provided in catering and hospitality (free/subsidised meals and live-in accommodation). Nevertheless, employers might consider whether a bonus or profit sharing scheme would be a more effective way of encouraging long service (e.g. discontinuing free/subsidised meals in place of a bonus or profit share paid after one year of service). Such a scheme might even replace tips or a service charge, becoming a strong incentive to give good customer service and one which all employees may have confidence in benefiting from.

Enjoyment of cooking and being good at it seems to draw many employees to the industry. Word of mouth – hearing about jobs from friends or relatives – was another powerful recruitment aid. Somewhat puzzling, was the equally high proportion of employees who initially started work in the industry 'by accident'. This applied particularly to females, those aged over 30 and to supervisors. They apparently had given no specific thought to working in the industry, and perhaps knew little about it. Then the chance of an interesting job came up...

While female full-time supervisors and managers appeared to place less importance on career and promotion opportunities than their male counterparts, more females had been promoted at some stage by their current employer: 54% of female supervisors compared to 44% of males, and 48% of female managers compared to 35% of males. Yet fewer full-time females were satisfied on the promotion opportunities in their current job, 17% compared to 34% of males, and females were less satisfied on job security, control over their own job, status, the way they were managed, training and qualification opportunities. These conflicting messages show the dangers of making assumptions too readily about the position and attitudes of the larger part of the industry's workforce. More research is needed.

RECOMMENDATIONS

For employers

Job satisfaction plays a central role in discouraging employees from leaving. A suitable approach should be developed to gauge employees' level of satisfaction on a regular basis – an apparently informal but nevertheless structured conversation between supervisors or managers and individual members of their staff with a system for reporting back may be all that is required.

Addressing problems areas will not necessarily involve expense. Job satisfaction might be raised significantly by communicating more information on levels of business and plans for the future (thereby tackling fears about job security, and making employees feel their role in the business is important and appreciated). Or a re-organisation of the work of a particular department might enhance the satisfaction derived from teamwork. Or when promotion is not practicable, moving an employee to another job with different challenges. Long-service awards, perhaps presented at an occasion when the recipient's family or friends are guests of the employer, can do much to generate a feeling of belonging and being appreciated. Allowing off-duty employees to use the bar or leisure area at the same time as customers, for example, can make them feel more important and respected.

Employers should check that the training needs of operatives, part-time staff, long-serving staff and all those over 40 are not overlooked in the allocation of training budgets, or disadvantaged in favour of, for example, newly recruited supervisors or managers. Employers need to consider how training can improve the job performance and satisfaction levels of *all* employees, without creating or reinforcing apparent differences in status.

Consider the merits of a life-time training and development commitment. This should also involve all employees. For some, because that's

what they want, the focus might be on improving job performance, and perhaps skills that help them in everyday life (e.g. inter-personal skills). For others, it is likely to involve obtaining qualifications (e.g. within the heirarchy provided by NVQs/SVQs). Those already trained or qualified should not be overlooked. Refresher courses may help start them on a new process of learning and development that widens horizons and encourages skills they previously had overlooked.

Recruitment policies might focus more precisely to the characteristics of the required employee. Is long-service important, when those over 40 might offer the most? Are career-minded, ambitious recruits more likely to bring the drive and initiative which will benefit the whole workforce and business? How can these benefits be maximised without frustrating such people through lack of promotion or training opportunities (where this might be a problem)? Is the part-time person who wants a job offering suitable hours a practical alternative? If so, does any employee know someone who might be interested?

What public relations opportunities can be gained from training initiatives, awards made to long-serving employees, or those who have gained qualifications? The local papers and radio need little persuasion to carry human interest stories of this sort. The resulting coverage will not only spread the word to potential customers, but to potential employees, anxious to work for an employer with a good reputation in the community.

Consider how staff development plans can be linked more closely to the needs of each individual. Those wanting promotion and/or experience to develop their career have different requirements from those who want a job not a career. Reasonable hours, consideration of their family/personal needs may be all-important for the latter. Whereas employees anxious to get on are often happiest in the most demanding situations.

Can the range of perks or benefits offered to employees be adjusted or extended to encompass those which are increasingly offered by other employers in commerce and industry, and which this industry's workforce appear to want (bonus/profit sharing scheme, company pension and health plan)? If tips are part of the benefits or remuneration that some employees receive, how can their distribution be managed so that all staff benefit (and in a way everyone accepts to be fair)?

Whilst the quite low numbers of employees expecting to leave their employer in this survey are good news for the industry generally, this should not lead to complacency. Over one-third of all respondents felt it would be diffult to find a comparable job. Job satisfaction may be an important reason for not changing jobs, but as and when economic growth resumes, will other employers be able to tempt employees away with the prospect of greater job satisfaction (e.g. more training and more opportunities to get qualifications), and perhaps the benefits they would prefer (e.g. bonus or profit sharing scheme, pension and health plan) and perhaps more money?

For those offering or planning to offer support for their employees to gain National or Scottish Vocational Qualifications, ensure information is effectively communicated to all employees. Operatives, part-timers and the older employees may benefit most from a user-friendly, jargon free explanation of how NVQs/SVQs will help them personally. Awareness levels among these groups is currently well below what might be expected for an initiative that offers them so much.

For careers promotion

There is no reason for leaving unrefuted descriptions about the industry which portray long hours, low pay, unpleasant working conditions, lack of status, etc. It should be made clear in counteracting these suggestions – and in a more proactive way in all careers promotional material – that employees in the industry in fact get considerable satisfaction in these respects.

The attention of those researching and writing careers advice should be drawn to the evidence in this report of the satisfaction catering and hospitality employees gain from meeting people, customer contact, team work, the chance to use initiative and the variety of jobs available.

Too many are attracted to the industry by accident. Expressed in another way, too many employees knew nothing of the job or career prospects the industry offers until, by chance, they joined it. Career promotion work must not be allowed to slacken. Indeed, new efforts would seem desirable, with initiatives to catch the imagination of a much wider audience. While many employees (mainly full-timers) want an industry which offers careers, there are many others (mainly part-timers) who want paid employment. The job-motivated employees play as important a role in the industry's workforce as the career-motivated employees. But is too much of the industry's career promotion effort directed at those looking for a career? What messages might attract those more interested in a job?

The interest generated by chef personalities on the TV and in other media should be used to greater advantage in the industry's career promotion work. It is clear that an interest in cooking draws many people to the industry, but there may be many others who find fascinating the techniques demonstrated by a skilled chef on the TV, yet do not associate that person's work with the catering and hospitality industry, nor with the career possibilities the industry offers.

Some of the most popular (and widely publicised) events organised by the industry during the annual *National Hospitality Careers Week* are cookery demonstrations – by chefs visiting schools, and at restaurants and hotels to visiting audiences of school pupils. Such events should be held on a more widespread basis during the year and involve more employers. The industry has nothing to loose and a lot to gain from showing youngsters and their teachers the pleasant and hygienic working conditions that exist in most professional kitchens.

HOTEL & CATERING TRAINING COMPANY

OTHER RESEARCH DEPARTMENT TITLES

	Ref No.	Published
Catering and Hospitality Industry – Key Facts and Figures	R63	1994
Employment Flows in the Catering and Hospitality Industry	R18	1994
Employment Forecasts Update, 1992–2000	R16	1993
Tomorrow's Workforce: Pupils' Views of a Career in Hospitality	R13	1993
Catering Education and Training in Germany: A Comparative Study	R11	1992
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Catering Education and Training in France: A Comparative Study	R09	1992
Women in the Hotel and Catering Industry	R08	1987
New Employment Forecasts: Hotel and Catering Industry 1988–1993	R07	1988
Manpower Flows in the Hotel and Catering Industry	R06	1984
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Hotel and Catering Skills – Now and in the Future (Summary)	R04	1983
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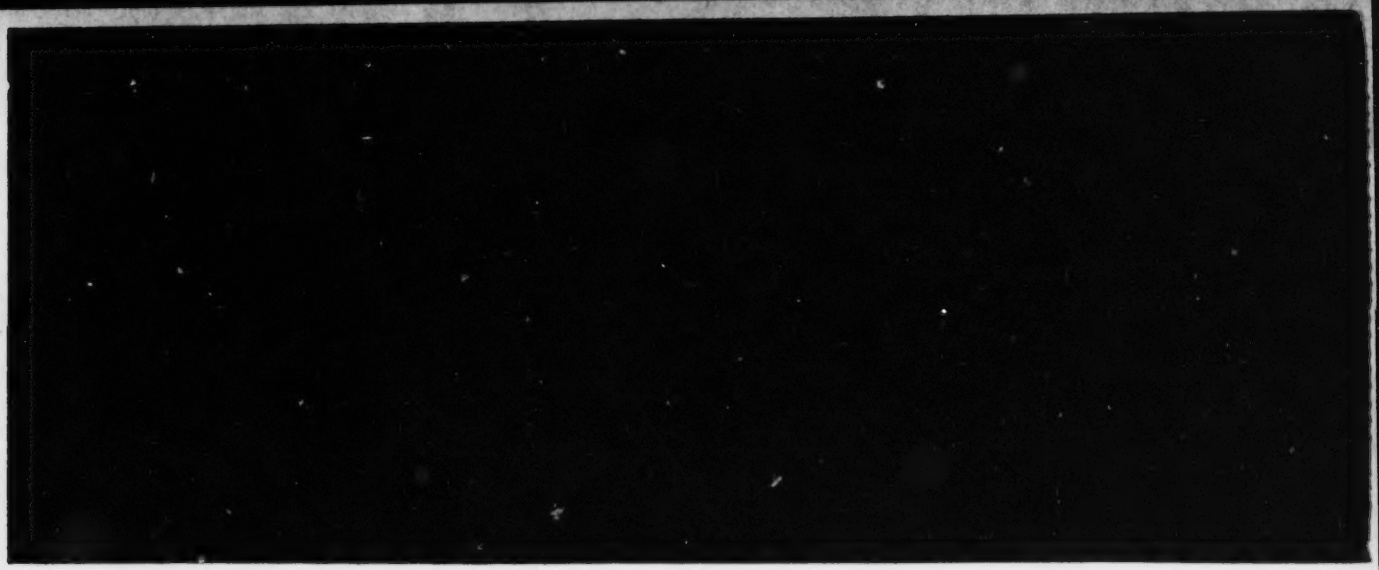

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